



10-11

**MINISTRY OF JUSTICE AND
ATTORNEY GENERAL**



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This annual report is also available in electronic format from the Ministry's website at www.justice.gov.sk.ca.

Letter of Transmittal – Minister



His Honour, the Honourable Dr. Gordon L. Barnhart
Lieutenant Governor of Saskatchewan

May it Please Your Honour:

Saskatchewan's approach is balanced, forward-looking and responsible in the realization of our Government's vision of a secure and prosperous Saskatchewan, leading the country in economic and population growth, and providing a high quality of life for all.

Justice, fairness and accountability remain key components in our Government's vision for the Province – a vision fostered by a plan that includes greater efficiencies and that operates with fiscal prudence, innovation and integrity. Therefore, I am pleased to report that the Ministry of Justice and Attorney General supports the Province in developing strategies and actions that will help achieve further economic growth, security and accountability through honouring commitments and responsibly managing expenditures.

The Ministry is engaged in a number of initiatives. The efficiency and effectiveness of processes designed to protect consumers from unlawful and unscrupulous practices in the marketplace will be improved by the movement of the Consumer Protection Branch into the Saskatchewan Financial Services Commission. Our work with federal counterparts to develop programs and fund initiatives to respond to crime is ongoing, as is our work with various partners across the province to address issues such as alcohol-fuelled violence, missing persons, and organized crime and gangs. With a view to fiscal responsibility, we have continued in our efforts to review and reform our systems to improve the service we provide to the people of Saskatchewan in areas such as maintenance enforcement, collection of money judgments, courts and corrections information databases, and community justice programming. Those in vulnerable circumstances will continue to be assisted by child protection enhancements to the Aboriginal Courtworker Program, new provisions for safe transportation of women and children in the North who are fleeing domestic violence, and support for legal services to low income individuals.

Examining programs and services to provide the most effective and efficient delivery possible is a key priority and an activity that will be reported on as results are achieved. This annual report communicates our progress to the Legislature and to the Saskatchewan people. Therefore, this report is an important accountability measure that can help inform future planning and resource allocation in the coming years.

I respectfully submit the Annual Report of the Ministry of Justice and Attorney General for the fiscal year ending March 31, 2011.

A handwritten signature in dark ink, appearing to read "Don Morgan".

Don Morgan, Q.C.
Minister of Justice and Attorney General

Letter of Transmittal – Deputy Minister



The Honourable Don Morgan, Q.C.
Minister of Justice and Attorney General

Dear Sir:

As Deputy Minister of Justice and Deputy Attorney General, I acknowledge the responsibility of my office for the accuracy, completeness and reliability of the information that is contained in the Ministry of Justice and Attorney General Annual Report for 2010-11.

I take very seriously the accountability that my office holds for the financial administration and management control of the Ministry of Justice and Attorney General. Therefore, in recognition of its responsibility to the Legislature and to the Saskatchewan people, my office has taken every reasonable step to follow good governance practices in compiling and relaying the information contained in this report.

Any significant caveats or limitations in the supporting information that might reasonably influence the judgment of readers will be reported in the applicable section of the report. Where information could be subject to interpretation embedded in the reporting, such interpretation reflects the best judgment of the reporting unit's leader.

I have the honour of submitting the Annual Report of the Ministry of Justice and Attorney General for the fiscal year ending March 31, 2011.

A handwritten signature in dark ink, appearing to read 'G. Tegar'.

Gerald Tegar
Deputy Minister of Justice and
Deputy Attorney General

Introduction

The 2010-11 Annual Report of the Ministry of Justice and Attorney General presents the Ministry's activities and results for the fiscal year ending March 31, 2011. It reports to the public and elected officials on public commitments made and other key accomplishments of the Ministry.

With the release of the Ministry Plan for 2010-11, results are provided on the publicly committed strategies, actions and performance measures identified in the Plan. This report also demonstrates progress made on Government commitments as stated in the *Government Direction for 2010-11*, the Minister's Mandate Letter, throne speeches, and other commitments.

The 2010-11 Annual Report sets the stage for the 2012-13 planning and budget process by providing an opportunity to assess the accomplishments, results and lessons learned, and by identifying how to build on past successes for the benefit of Saskatchewan people.

Alignment with Government's Direction

In 2010-11, the Ministry of Justice and Attorney General aligned with the Government's vision for Saskatchewan and the three goals – growth, security and promises kept in developing strategies and actions to help achieve further economic growth, security and accountability through honouring commitments and responsibly managing expenditures.

Our Government's Vision

A secure and prosperous Saskatchewan, leading the country in economic and population growth, while providing a high quality of life for all.

Government's Goals

- Sustain Economic Growth for the benefit of Saskatchewan people, ensuring the economy is ready for growth and positioning Saskatchewan to meet the challenges of economic and population growth and development.
- Secure Saskatchewan as a safe place to live and raise a family where people are confident in their future, ensuring the people of Saskatchewan benefit from the growing economy.
- Keep Government's Promises and fulfill the commitments of the election, operating with integrity and transparency, accountable to the people of Saskatchewan.

The Ministry of Justice and Attorney General continues to support the achievement of Government's three goals by working toward reducing crime and improving public confidence in the justice system, providing legal and personal assistance to those most vulnerable in society, enhancing the infrastructure and improving efficiency of the criminal justice system, increasing protections for investors and consumers, delivering on public commitments, strengthening relationships and working with other ministries and organizations toward the prospect of a secure and prosperous Saskatchewan.

Ministry Overview

The Ministry provides legal services and justice policy advice to Government in order to protect the legal rights of citizens and to promote social and economic order for Saskatchewan residents. The Ministry provides support for the courts system, prosecutorial services, civil law services and marketplace regulation. The Ministry is working to ensure that anti-crime legislation and penalties are effective and will support the federal government's efforts to toughen sentencing. The Ministry also supports the legal rights of children, families and vulnerable individuals and engages communities in the delivery of justice.

Corporations Branch, Regulatory Services Division, is now a part of the Information Services Corporation (ISC) family of registries, as the renamed Corporate Registry. The transfer from the Ministry of Justice and Attorney General occurred on October 1, 2010.

Ministry employees work throughout Saskatchewan with other ministries, governments and community partners to achieve the Ministry's goals. The 2010-11 Full-time Equivalent (FTE) budget was 878.0 FTEs, with actual FTE utilization of 961.9 (83.9 FTEs over budget). There were 9.5 vacancies managed throughout the Ministry, with additional staff members required to address workload pressures in Courts and Civil Justice (security detention and workload pressures – 68.8 FTEs), Public Prosecutions (workload pressures – 20.6 FTEs) and Public Guardian and Trustee (workload pressures – 4.0 FTEs).

Ministry activities are organized into six main divisions: Community Justice, Public Prosecutions, Courts and Civil Justice, Civil Law, Public Law and Regulatory Services. A brief description of each of these areas is provided under separate headings below.

The Policy, Planning and Evaluation Branch supports the Minister and all divisions in the Ministry in corporate, federal/provincial and interagency policy and justice relations.

The Corporate Services Branch supports the Minister and all divisions in the Ministry by providing financial, managerial, and administrative support to senior management and operational areas of the Ministry.

The ministries of Justice and Attorney General, and Corrections, Public Safety and Policing (CPSP) share the services of Communications, Corporate Services, and Information Management Services.

Community Justice Division

The Community Justice Division provides programs and services that respond to the needs of individuals and communities for increased safety and involvement in the provision of justice services. It supports the development of community-based services, offers alternative measures and crime prevention programs, funds the Aboriginal Courtworker Program, coordinates Aboriginal and northern justice initiatives, funds community programs that address interpersonal violence and abuse, supports the Public Complaints Commission, and provides for coroners investigations.

The Community Services Branch coordinates the development of a province-wide restorative justice strategy for adult offenders. It also administers and funds Aboriginal community justice initiatives and funds the Aboriginal Courtworker Program. The Aboriginal and Northern Justice Initiative Branch develops Aboriginal and northern policy that supports community development and justice reform. The Interpersonal Violence and Abuse Unit provides funding for community-based family violence, sexual assault and related services. The Public Complaints Commission investigates and reviews complaints against the police to ensure both the public and police are guaranteed a fair and thorough investigation of a complaint. The Coroners Branch administers a province-wide system in which coroners conduct investigations on all accidents and unnatural deaths, and make recommendations to prevent similar deaths.

Public Prosecutions Division

The Public Prosecutions Division represents the interests of the general public in the criminal justice system. It provides legal advice to Government and many law enforcement agencies. Prosecutors assess investigation results to decide if there is enough evidence to prosecute a violation of the law and whether the public interest in that prosecution justifies the outlay of public funds. The Public Prosecutions Division also has a large role in training law enforcement officials, such as police.

Courts and Civil Justice Division

The Courts and Civil Justice Division provides judicial and operational support to the court system. This Division produces transcripts and provides enforcement services for legal judgments through the Sheriff's Office. It offers maintenance enforcement and other family justice services to help parents and children deal with the difficulties of family breakdown. The Division licenses Commissioners for Oaths, Notaries Public and Marriage Commissioners. It also provides services to help resolve disputes outside the court system.

Civil Law Division

The Civil Law Division provides legal services to the ministries, agencies, boards and commissions of the Government of Saskatchewan. The Division conducts litigation for the Government, appears on behalf of the Government before administrative tribunals and provides legal advice and other legal services to the Government.

Public Law Division

The Public Law Division provides legal services to Government. These services include providing advice with respect to Aboriginal law, trade law, constitutional law, and the legal, policy and technical aspects of legislation. This Division publishes and distributes legislation, regulations and other government publications through the Queen's Printer.

Regulatory Services Division

The Regulatory Services Division provides administrative and other support services to a number of independent boards and commissions assigned to the Minister of Justice and Attorney General, including the Saskatchewan Financial Services Commission, the Provincial Mediation Board, the Automobile Injury Appeal Commission and the Saskatchewan Human Rights Commission. The Division provides policy advice related to financial services issues, consumer protection and other regulatory matters, and participates on a number of related federal/provincial/territorial task groups and initiatives. Information about the operations of the Provincial Mediation Board and the Automobile Injury Appeal Commission is provided in the appendices to this report. The annual report of the Saskatchewan Financial Services Commission is posted on the Ministry website at www.justice.gov.sk.ca.

The Division includes the Consumer Protection Branch, which licenses individuals and businesses in a number of regulated sectors; provides enquiry, complaint handling and investigative services; manages the film and video classification system; operates insolvent cemeteries; and has oversight responsibilities for funeral and cremation services. The Branch provides information and assistance to the public and businesses on consumer matters, and also acts directly for members of the public who are unable to protect themselves.

The Corporations Branch is now a part of the Information Services Corporation, as the renamed Corporate Registry. The transfer from the Ministry of Justice and Attorney General occurred on October 1, 2010. It operates the province's corporate registry, which incorporates legal entities through which business or non-profit activities are conducted, maintains a registry of approved names for the protection of businesses and to prevent confusion among the public, provides information to the public on the existence, location, ownership and control of entities, and enforces registration and compliance requirements.

The Office of the Public Guardian and Trustee protects the interests of people who are unable to manage their own financial affairs. Its primary functions are to protect the property rights of children, administer the property and finances of adults who are incapable of managing their own affairs and administer the affairs of deceased persons. The Public Guardian and Trustee's annual report is posted on the Ministry website at www.justice.gov.sk.ca.

The Office of Residential Tenancies adjudicates disputes between landlords and tenants arising from residential tenancies. The Office also provides information to the public and guidance to landlords and tenants to resolve disputes. Further information about the Office is provided in Appendix B: Boards and Commissions.

The Division also provides information management services to the Ministry through the Information Management Branch, which is shared with the Ministry of Corrections, Public Safety and Policing. Services include support to program areas in the management of information technology (IT) services and use of IT, access and privacy services and records management.

The Access and Privacy Branch provides leadership and advice on access and privacy issues to Government and local authorities, works with access and privacy officials to help with specific issues and to provide support, develops training programs and assists with education of public sector employees. It also supports Government's efforts to improve privacy protection. This Branch's annual report is posted on the Ministry website at www.justice.gov.sk.ca.

Key Partners

To achieve our major commitments, we need the participation of our key partners. These partners include federal, municipal, and First Nations and Métis governments. Collaboration with the federal government is essential, particularly with respect to criminal justice and sentencing reform. Partnership with the federal government is also essential in matters concerning First Nations peoples, and in cost-sharing or contribution agreements. Our relationship with other justice partners, provincial government ministries, boards and agencies, and human services ministries and agencies is also crucial in developing a collaborative approach to dealing with crime, its underlying causes and the legal service needs of individuals.

The table on the following page outlines the main functions of the Ministry of Justice and Attorney General and lists the partners required to ensure that we achieve our key commitments.

Main Functions of Ministry of Justice and Attorney General	Partners Required to Achieve Key Commitments
<p><i>Administration and delivery of justice</i></p> <ul style="list-style-type: none"> • Prosecuting offences under the <i>Criminal Code</i>, the <i>Youth Criminal Justice Act</i>, and provincial statutes • Providing civil legal services to Government • Operating the Provincial Court, Court of Queen's Bench, and Court of Appeal (except for the appointment of superior court judges) • Recognizing and responding to the needs of victims of crime 	<ul style="list-style-type: none"> • Judiciary • Federal Department of Justice • Ministry of Corrections, Public Safety and Policing • Police Services • Provincial/territorial Justice ministries and agencies • Defence bar, including Legal Aid • Community justice agencies, including Aboriginal service delivery agencies • Aboriginal courtworkers • Municipal and First Nations and Métis authorities involved in justice issues
<p><i>Protection of basic legal rights and relationships</i></p> <ul style="list-style-type: none"> • Protecting and managing the estates of dependent adults or minors through the Public Guardian and Trustee • Operating the provincial coroners system • Enforcing maintenance orders • Regulating consumer and marketplace relations 	<ul style="list-style-type: none"> • Private bar • Police • Business organizations • Consumer organizations • Federal/provincial/territorial authorities exercising similar responsibilities
<p><i>Other Justice functions</i></p> <ul style="list-style-type: none"> • Developing alternative mechanisms to resolve disputes outside the courts through legislated initiatives and education • Administering <i>The Freedom of Information and Protection of Privacy Act</i> • Providing legal publications through the Queen's Printer Revolving Fund • Operating the Marriage Unit • Supporting access to public records and privacy protection 	<ul style="list-style-type: none"> • Police • Mediation, arbitration and collaborative law organizations • Federal/provincial/territorial authorities exercising similar responsibilities

Progress in 2010-11

The Ministry of Justice and Attorney General supports Government's goal to sustain Economic Growth for the benefit of Saskatchewan people, ensuring the economy is ready for growth and positioning Saskatchewan to meet the challenges of economic and population growth and development

Increase protections for investors and assure the integrity of Canada's capital markets

Results

- The implementation of the Saskatchewan Financial Services Commission as a self-funded agency has been completed. This has allowed the agency to enhance enforcement and compliance activities, including ensuring adequate processes are in place to investigate the complaints of public investors.
- The amendments to *The Credit Union Act* were passed by the Legislature in May 2010 and *The Credit Union Regulations, 1999* are being finalized. These amendments, designed to better support the credit union system in Saskatchewan, will enable electronic voting in credit union elections and on resolutions affecting fundamental changes. When these regulations are approved, *The Credit Union Amendment Act, 2010* will be proclaimed.

Promote a favourable business environment and better protect consumers by improving legislation and educational programming

Results

- Actions taken to improve provincial legislation for mortgage brokers, payday lending and ticket selling included the following:

- *The Mortgage Brokerages and Mortgage Administrators Act* was proclaimed on October 1, 2010, at which time the Regulations also came into force. The Saskatchewan Financial Services Commission has been working with the industry on implementation of the new legislation.
- *The Payday Loans Regulations* were approved by Cabinet in June 2010. The Ministry has applied for federal designation under the *Criminal Code*.
- *The Ticket Sales Act* was passed by the Legislature in May 2010. *The Ticket Sales Regulations* will be considered in April 2011, followed by implementation of the Act June 1, 2011.
- Since proclamation of *The Condominium Property Amendment Act* in June 2010, approximately six plans containing titled parking have been approved by the Controller of Surveys and no sector-specific by-laws have been filed with the Director of Corporations. This Act provides for the development of multi-use condominium projects where residential units are in the same development as commercial units.
- *The Enforcement of Money Judgments Act* was passed by the Legislature in May 2010. Extensive work is underway on the development of regulations and system changes required in the delivery of sheriff services. Proclamation of the Act is expected in early 2011.
- *The Miscellaneous Statutes (Professional Discipline) Amendment Act, 2010* received royal assent May 20, 2010. It amended the discipline provisions in 40 professional statutes to allow disciplinary actions to proceed against former members for a period of two years after they cease to be members. This ensures that individuals cannot escape disciplinary measures by resigning their membership in a profession or occupational association. (2009 Throne Speech)
- The amendments to *The Pension Benefits Act*, to ease the regulatory burden affecting the establishment and administration of multi-jurisdictional pension plans, are under development. They are expected to be tabled in the Legislature in fall 2011.

- Saskatchewan Financial Services Commission filled the position dedicated to using education and communications as a tool to protect Saskatchewan consumers from financial fraud. A process to identify strategies to deliver those services has begun.

Provide timely, effective business processes for Saskatchewan people

Results

- *The Business Statutes Administration Transfer Act* was implemented October 1, 2010. The transfer of the Corporations Branch from the Ministry to Information Services Corporation, to maximize technological efficiency, was completed in 2010-11. (2010 Mandate Letter)

The Ministry of Justice and Attorney General supports Government's goal to secure Saskatchewan as a safe place to live and raise a family where people are confident in their future, ensuring the people of Saskatchewan benefit from the growing economy

Reduce crime and improve public confidence in the justice system through prevention, intervention and enforcement

Results

- The Ministry provided a continuum of service for victims and offenders in the criminal justice system by holding some offenders accountable through referrals to alternative measures programs offered by community-based programs.

Adult referrals to such programs have remained stable at about 3,000 per year since 2003-04. Over 80 per cent of the cases closed each fiscal year reach an agreement, and about 90 per cent of the agreements are completed successfully. The Ministry continues to work with programs to enhance victim involvement in alternative measures interventions.

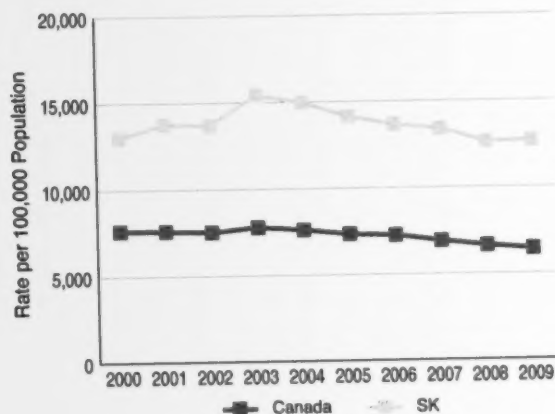
- The Ministry continued to work with federal justice colleagues to strengthen the criminal law and criminal process to deal with serious offenders. The Ministry monitored the progress of federal legislation and prepared and updated materials as required. Implementation activities supported proposed criminal law changes on mega-trials, including taking bodily substances from offenders for the purpose of monitoring compliance under criminal law reform and implementing changes in the legislation dealing with the national sex offender registry. Mega-trials often involve a large amount of complex evidence, numerous charges against multiple accused, and the need to call many witnesses. (2010 Mandate Letter)
- The Ministry continued to strengthen legislation and work with the Ministry of Corrections, Public Safety and Policing and police services to seize assets that are used to commit crimes, are proceeds of crime, or pose a threat to public safety. Officials of the Civil Law Division of the Ministry of Justice and Attorney General, the Ministry of Corrections, Public Safety and Policing, and the Criminal Property Forfeiture Fund continued to review and amend established processes and procedures to enforce *The Seizure of Criminal Property Act, 2009* and Regulations. In 2010-11, Ministry officials entered into negotiations with six other provinces to work towards an agreement to share information related to seizing the proceeds of crime. Terms of the agreement were under negotiation and are expected to be completed and signed off by all parties in 2011-12. (2010 Mandate Letter)

- The Ministry worked with Saskatchewan Liquor and Gaming Authority and the ministries of Health, and Corrections, Public Safety and Policing to develop a public awareness campaign to reduce violent crime and encourage responsible consumption of alcohol, with particular emphasis on the North. Following a Request for Proposal in spring 2010, the consultant reported on findings in spring 2011. They were presented to the interagency group and northern mayors. Further discussions with communities may be undertaken in 2011-12.
- As one of eight ministries directed to develop the Northern Action Plan, a strategy to address social and economic needs in the North, Justice and Attorney General assisted in preparing a roll-up of government expenditures (ministries, Crowns and third-party agencies) in the North for submission to the Minister's Working Group. The Action Plan includes continued support for initiatives to reduce crime and disorder in specific northern communities. The Ministry also assisted First Nations and Métis Relations to compile an overview of past needs assessments and policy discussion papers to help guide discussions and working group activities in 2011-12. As well, the Ministry assisted the Northern Regional Intersectoral Committee Coordinator in preparing the final report for community projects on preventing youth suicides in La Loche, Beauval and Ile-à-la-Crosse. A Northern Leaders Table has been formed to provide advice to the ministries for priority actions in the North.
- Work with the Provincial Partnership Committee on Missing Persons continued to implement prevention, response and family support reforms and to promote continued interagency collaboration. The Ministry established a link on its website highlighting programs and services for missing persons in spring 2010. Reports and materials prepared by the Provincial Partnership Committee on Missing Persons, such as a media kit and a checklist for families, are located there. Victims Services received approval for Police-based Victim Services programs to provide services to families of missing persons. In addition, with funding from the federal government, Saskatchewan hosted the first Western Regional Forum on Supporting Families of Missing Persons in March 2011. Sixty representatives from the four western provinces and the territories participated. A report on the Forum will be released in spring 2011.

Measurement Results

Overall crime rate

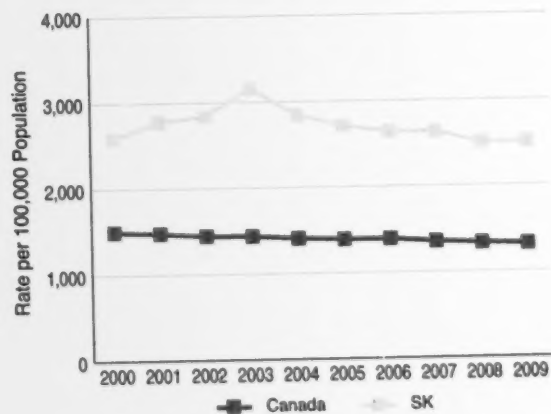
Criminal Code crime, Canada and Saskatchewan, 2000-09



Source: Canadian Centre for Justice Statistics, Incident Based Uniform Crime Reporting Survey (UCR2), 2009

Violent crime rate

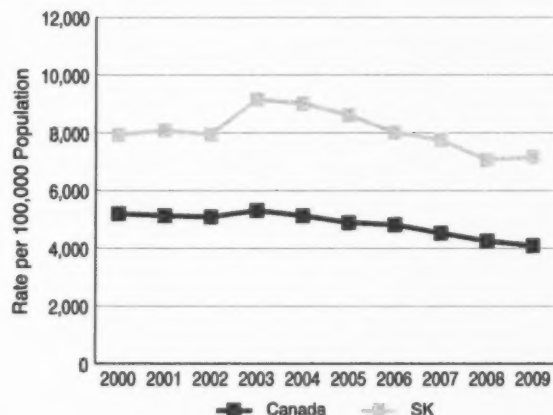
Criminal Code crime, Canada and Saskatchewan, 2000-09



Source: Canadian Centre for Justice Statistics, Incident Based Uniform Crime Reporting Survey (UCR2), 2009

Property crime rate

Criminal Code crime, Canada and Saskatchewan, 2000-09



Source: Canadian Centre for Justice Statistics,
Incident Based Uniform Crime Reporting Survey (UCR2), 2009

These measures are of interest to the Ministry and to the Government, as they provide a measure of the well-being of society and drive much of what is done in the criminal justice system. Generally speaking, crime rates provide information on how much and what type of crime is being experienced in communities.

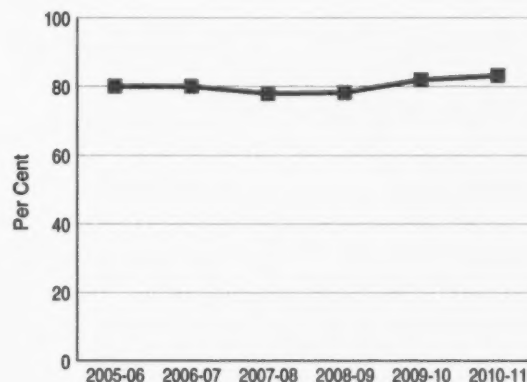
While the crime rate is often thought of as a justice sector issue and is a crucial consideration in justice planning, the root causes of crime are much broader, requiring integrated, comprehensive planning, funding and resources across sectors. Most of the factors influencing crime rates are out of the direct control of the Ministry of Justice and Attorney General, though the Ministry needs to be able to respond to offending and victimization effectively. Crime rates do not describe how well criminal justice institutions are responding to crime.

The Saskatchewan crime numbers continue to be cause for deep concern in spite of the decrease in overall reported crime and crime severity in recent years; and, slightly less than one-third of complaints that come to the attention of police will result in criminal charges. Most justice system funding and resources are used to respond to offending and victimization through enforcement and prosecution of offenders, or in working to reduce the risk of crime and increase public safety in other ways, such as community justice and crime prevention programming.

The graphs represent the most recent data available. Data from 2010 will not be available from the Canadian Centre of Justice Statistics (CCJS) until July 2011.

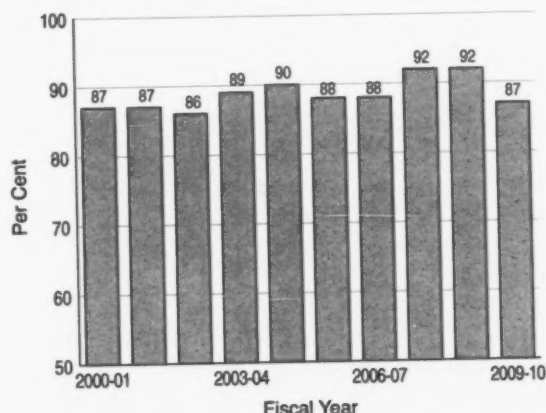
Offender accountability

Percentage of dollar amount of fines ordered paid within five years of disposition, 2005-06 to 2010-11



Source: Court Services,
Ministry of Justice and Attorney General, 2011

Percentage of offenders successfully completing agreements in adult alternative measures programs



Source: Policy, Planning and Evaluation,
Ministry of Justice and Attorney General, 2010

These measures are of interest to the Ministry and the Government, as they demonstrate the degree to which offenders are held accountable for their actions by the criminal justice system. Holding offenders accountable for their actions is a critical component of community safety. The ministries of Justice and Attorney General, and Corrections, Public Safety and Policing (CPSP) work together to hold offenders accountable in three ways: custodial sentences and community supervision orders; financial commitments; and community justice programs.

The Ministry of Justice and Attorney General is responsible for fine collection, which is reported in the first measure above. Offenders can be ordered to pay fines as part of their sentences. Because offenders sometimes require time to pay fines, this measure is reported over a five-year time range as a percentage paid of the dollar amount of fines ordered in a specific fiscal year (e.g., payments for fines ordered in 2004-05 would be reported for the following five fiscal years). This value has been fairly constant, ranging from 78 per cent to 82 per cent over the last five reporting periods. The increases, from 78 per cent in 2008-09 to 82 per cent in 2009-10 to 83.1 per cent in 2010-11, can be attributed in part to the establishment of the Fine Collection Branch in 2008-09 and the implementation of the agreement between the Ministry and the Canada Revenue Agency to garnish GST rebates and income tax refunds.

Although the Ministry continues to attempt to have as much influence as possible over fine collection, the Ministry has a low-to-moderate influence over this measure. Factors such as the employment status and ability of the individual to pay are out of the Ministry's control.

The second measure above provides data on offenders' successful completion of agreements in adult community justice alternative measures programs that are the responsibility of the Ministry. Alternative measures programs provide an option within the criminal justice system that allows crime to be addressed outside of the formal court system. People accused of a criminal offence who take responsibility for their conduct may be offered the opportunity to address the harm caused by their actions by participating in diversion, mediation or conferences through a community-based program.

The 2009-10 data (most recent data available) continue to show that over the years offenders have had a consistently high level of success in these programs, ranging from 86 per cent to 92 per cent completing agreements.

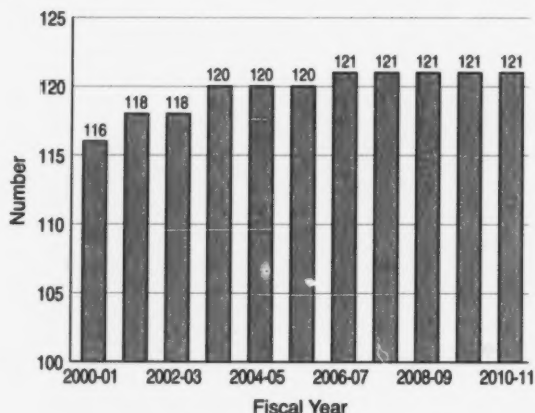
The Ministry has a low level of influence over the outcome of this measure. The following determinants have been identified as affecting program success, all outside the control of the Ministry:

- offender attitudes, values, beliefs, cognitive challenges and addictions;
- available treatment services and programs;
- family and social supports;
- educational/employment opportunities; and
- changing police practice.

As well, this performance measure depends on external variables, such as the willingness of participants to reach agreements and the skills of the mediator/facilitator. This type of justice intervention may not have a long-term impact on some offenders if lifestyle conditions and supports remain unchanged. However, research and evaluation projects have shown that participants in alternative measures programs are less likely to re-offend than a cohort group of offenders who did not participate in this type of program.

Communities engaged in crime prevention activities

Community-based organizations engaged in crime prevention activities with Justice and Attorney General, 2000-01 to 2010-11



Source: Community Justice Division,
Ministry of Justice and Attorney General, 2011

This measure is of interest to the Ministry and the Government because it demonstrates the extent of partnerships and relationships between the Ministry and community-based organizations offering justice-related programs within Saskatchewan communities. Partnering with community-based organizations is a critical pillar of community justice activity and provides a measure of community engagement in crime prevention.

The number of communities engaged in crime prevention activities with the Ministry has remained fairly constant since 2003-04. These programs include community justice programs, victim services programs, crime prevention programs and family violence prevention and crisis response programs.

Implementation of the community-based model the Ministry uses to promote community justice takes time. Community readiness is a critical factor because the community has a vital role in developing these programs to support a response to criminal behaviour and victimization that meets locally determined needs. The Ministry has a high level of influence over the measure, as the Ministry often initiates and supports community participation through community-based organizations in the province.

Improve policies, services, supports and infrastructure to support public confidence, efficiency and justice for all people in Saskatchewan

Results

- Work continued with the Ministry of Corrections, Public Safety and Policing and other criminal justice partners to identify opportunities to appropriately reduce the number of adults on remand. A new case management and electronic filing system was developed for the Court of Appeal. The case management segment was implemented in January 2011, and the electronic filing segment was implemented in March 2011. New fee regulations are expected to be implemented in April 2011, and seminars will be conducted with various law firms to provide user training on the new system and increase acceptance. (2010 Mandate Letter)
- Saskatoon Provincial Court began development and testing of an automated trial scheduling system. Discussions with a technology consultant have been held regarding the requirements for the system, and options will be evaluated in 2011-12. This will create efficiencies in time to trial for criminal cases. (2010 Mandate Letter)
- To begin development and implementation of a modernized Justice of the Peace Program, including the establishment of a centralized delivery model, a Northern Hub was established in 2010-11. Using phone, fax machines and video-conferencing equipment, the hub allows the Office of the Supervising Justice of the Peace to ensure that a high level of expertise is available for extended hours to respond to requests for remand and release hearings, and applications for tele-warrants and search warrants, in a timely and efficient manner. It is operating successfully in eight northern communities. Implementation will expand in 2011-12.
- The Court Security Risk Assessment was completed and a Risk-based Court Security Strategy and Plan were developed. A Threat Management framework is presently being developed, which will assist with the provision of security levels throughout Saskatchewan court houses. The construction of the Meadow Lake

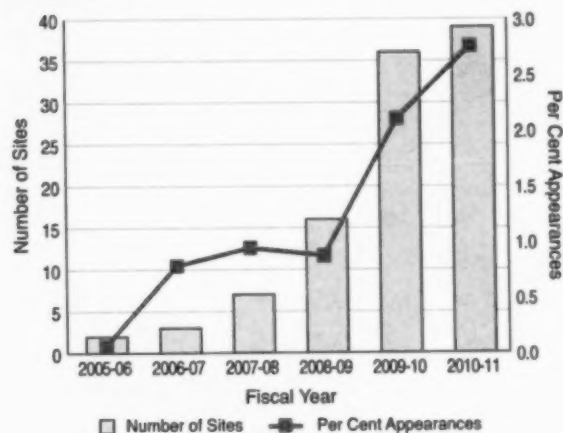
Court House was completed in November 2010, and court has been held in the new facility since that time. The new court facility is designed to provide improved space and security for witnesses, victims, judges, counsel, staff, accused and the public.

- The federally-funded external program evaluation of the pilot projects in the Restitution Civil Enforcement Program was completed in fall 2010. It provided insight into how the program was operating and areas in which it could be improved. Thirty-eight victims entitled to financial compensation from offenders through court orders have applied to the program. Through this expansion, the Ministry is better able to serve victims of crime in obtaining financial compensation from offenders. (2010 Mandate Letter)
- Enhancement or expansion of services and policies for children and families included the following:
 - The pilot project for Aboriginal courtworker services, to assist families in understanding child protection situations, proceeded in Regina as planned. Information on current practice and on programs in other jurisdictions was gathered and a literature review was underway. The final report of the pilot, to be released in June 2011, will include options for expanding the pilot project.
 - The Ministry continued to examine options to deliver an effective, efficient child support recalculation program that reviews and adjusts court-ordered child support based on current income tax information.
- With Corrections, Public Safety and Policing and police services, the Ministry continued to expand video-conferencing to Provincial Court locations, young offender facilities and Court of Queen's Bench locations. Video-conferencing technology installation has been completed at 17 Provincial Court locations, four Queen's Bench locations, the Court of Appeal, two provincial correctional centres, the federal penitentiary in Saskatchewan and one youth centre. In 2010-11, there were 4,157 video-conferences held across Saskatchewan.

Measurement Results

Video-conferencing

Number of video-conferencing sites and per cent appearances via video-conferencing, 2005-06 to 2010-11



Source: Policy, Planning and Evaluation,
Ministry of Justice and Attorney General, 2011

This measure is of interest to the Ministry and Government, as video-conferencing technology reduces costs of prisoner and witness transport and assists in ensuring Saskatchewan is a secure place to live.

Video-conferencing is primarily used to facilitate court appearances without transporting prisoners, witnesses, judges, Crown prosecutors and defence counsel. It can be used for a variety of court experiences, such as first appearances, adjournments, bail hearings and remote appearances by witnesses and counsel. The use of video-conferencing sites reduces transportation and security concerns, increases access to justice, reduces transportation costs, and reduces court time and inconvenience to judges, counsel, the police and offenders.

The two indicators identified here, number of sites and number of appearances, show the extent to which the initiative has been implemented and used. As shown, use has increased over the years. Since 2006, when the first video-conferencing equipment was installed in the Saskatoon Provincial Court and in the Saskatoon Correctional Centre, expansion has taken place to 39 sites to

enable appearances of accused. As well, with the assistance of federal funding, equipment has been installed in seven soft rooms to enable testimonies by vulnerable victims and witnesses. In addition, 27 interview rooms have been equipped with video units. Increased use is also demonstrated by the increase in percentage of appearances occurring by video.

The Ministry has a high level of control over this measure, as it relates to the installation of video-conferencing equipment, but the Ministry has little control over the frequency with which video-conferencing is used.

Improve access to services and supports for victims of crime

Results

- With the long-term goal of ensuring that basic services are available to meet the needs of victims throughout Saskatchewan, the Ministry continued to effectively manage the Victims' Fund to ensure timely, appropriate response to the needs of victims of crime through 47 programs in 37 agencies offering services, including crisis intervention, financial compensation, support throughout the criminal justice process and public education. About 13,000 victims of crime were served by Police-based Victim Services programs between April 1, 2010 and March 31, 2011. In addition, victim/witness programs dealt with 806 clients, and children exposed to violence and abuse programs served approximately 1,100 young people. The Victims' Fund continues to support programs for victims of crime and depends primarily for funding on the victim surcharge paid by offenders through the courts.
- Through funding from the federal government, video-conferencing technology to allow testimony from outside the courtroom, for children and other vulnerable witnesses, became operational in five court locations. The equipment was installed in victim/witness rooms in the Provincial Court houses in Regina

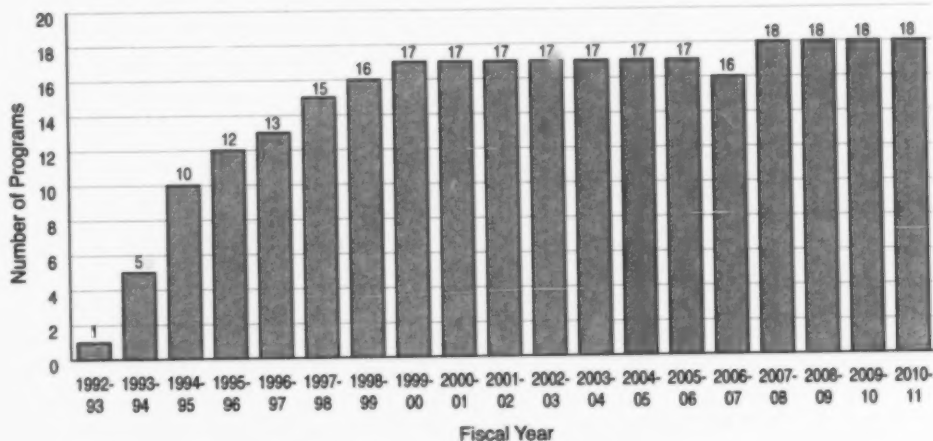
and Prince Albert in April 2010 and in the North Battleford and Saskatoon Provincial Court houses and Battlefords Court of Queen's Bench in March 2011. Additional equipment for the new Meadow Lake Court House was funded by the Victims' Fund. Testimonial aids training for 130 justice system personnel took place in May 2010.

- Federal funding was obtained to investigate the feasibility of establishing a protection order/victim notification registry in Saskatchewan. Such a registry would provide easily accessible information to police about non-contact conditions and enable timely victim notification when circumstances change in criminal or family court matters. The results of the research project will be available in 2011-12.
- Review of *The Victims of Crime Act, 1995*, to identify changes needed to expand financial support to victims of crime, including support for families of missing persons, was begun. The review will be completed in 2011-12.
- Community-delivered family violence, sexual assault and related services were transferred from the Ministry of Social Services to the Ministry of Justice and Attorney General in July 2009. The Ministry of Justice and Attorney General engaged community stakeholders in clarifying needs and identifying a direction that would best meet the needs of persons affected by intimate partner violence. As a result, a new program, the Intimate Partner Violence Outreach Program, delivered by a community organization, was implemented in 2010-11.
- In 2010-11, the Ministry supported the development, delivery and funding of programs to address interpersonal violence and abuse. Thirty-four organizations have contracts with the Ministry to deliver 41 programs to address interpersonal violence and abuse. Total funding for the 41 programs was \$9.4 million. This included \$176,600 prorated funding from July 1, 2010 to March 31, 2011 for the Intimate Partner Violence Outreach Program at Family Service Saskatoon.

Measurement Results

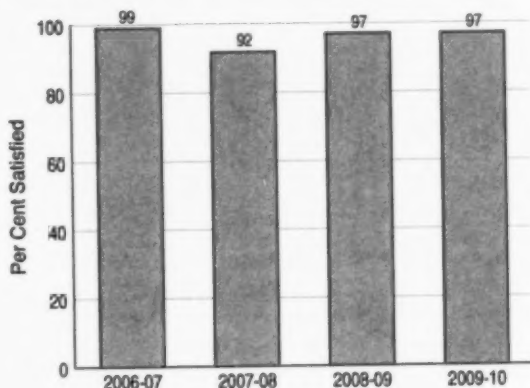
Access to and satisfaction with Police-based Victim Services programs

Number of Police-based Victim Services programs, 1992-93 to 2010-11



Source: Victims Services, Ministry of Justice and Attorney General, 2011

Client satisfaction with Police-based Victim Services programs, 2006-07 to 2009-10



Source: Community Justice Division, Ministry of Justice and Attorney General, 2010

The Ministry supports a range of programs and services for victims of crime, including police-based victim services. The 18 police-based programs serve victims of crime directly and cover 87 per cent of the Saskatchewan population. For eight years prior to 2008-09, the programs served 80 per cent of the population. In 2008-09, services were expanded to new areas and the percentage of the population served increased by seven per cent. This has been maintained through 2010-11.

Funding for all Victims Services programs comes from the Victims' Fund. Program expansion, so that all Saskatchewan residents have access to a police-based program, is a long-term goal of the Ministry and depends directly on the amount of revenue available to the Fund. Two other Victims Services programs are available province-wide: the Victim/Witness Services Program assists children and other vulnerable victims and witnesses who are required to testify in court; and, the Victims Compensation Program provides payments to victims for expenses resulting from criminal acts of personal violence.

These measures are of interest to the Ministry and the Government, as they demonstrate the Ministry's commitment to providing effective services and supports to victims of crime throughout the criminal justice process.

The police-based programs are very effective at serving victims of crime and traumatic events through crisis intervention, information about the impact of crime and victimization, support, and referrals to other services. Since 2006-07, an annual satisfaction survey has been conducted with clients of these programs. Results reported each year show that programs are meeting their mandates very effectively. The most recent data available are from 2009-10 as limited resources in the Ministry have delayed the analysis of 2010-11 results. Indications are that 2010-11 results will be similar to those of 2009-10 when 177 completed surveys were returned.

- Most respondents (95.3 per cent) reported that the supports and services provided by Victim Services met their needs, with 58.7 per cent reporting that they "more than met my needs."
- Most respondents (97.1 per cent) reported that they were satisfied with the supports and services provided by Victim Services.
- Almost all respondents (97.7 per cent) felt they were treated with courtesy and respect and compassion (97.1 per cent).
- Almost all (97.1 per cent) reported that Victim Services people were non-judgmental.

Factors that may affect people's perception of the program include: timeliness of response, frequency of contact, nature of services provided, the needs of the victim, the expectations of the victim about the role of Victim Services and their expectations for the criminal justice process.

The Ministry has a moderate level of control over these measures. The programs are delivered in partnership with the local police service. RCMP-based programs operate with non-profit community-based boards.

The graphs represent the most recent data available. Data for client satisfaction with Police-based Victim Services programs for 2010-11 will not be available until fall 2011.

Support adults and children in vulnerable circumstances by providing program services and supports

Results

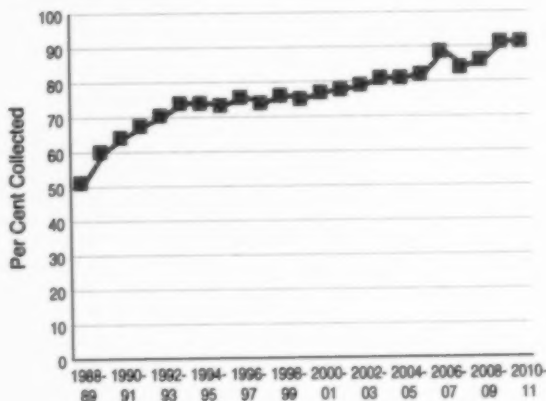
- The Office of the Public Guardian and Trustee has implemented the program review recommendations that were approved by the Office, which include requesting increases in its fees for service and not administering estates that are uneconomical. The Office also held LEAN events that are described in the next goal.
- The Office developed practices and procedures in collaboration with the Ministry of Social Services. The Office did so to strengthen the protection of rights for children who are permanent wards of the Province of Saskatchewan, with specific attention to their property rights, including notification of all permanent wards and relevant information regarding critical injuries.
- Amendments to *The Adult Guardianship and Co-decision-making Act* were tabled in the Legislature in spring 2011 to strengthen protection of adults who are incapable of managing their own personal or financial matters.
- The Maintenance Enforcement Office continued to deliver family justice services that include the enforcement of maintenance payments, parent education programs, custody and access assessments and supervised access and exchange programs. Saskatchewan has the second highest collection rate among Canadian provinces, of money owed to custodial parents for orders registered with the Office (91.3 per cent). As well, over 2,151 parents attended Parent Education sessions between April 1, 2010 and March 31, 2011. Every person commencing a family law proceeding, in which custody, access, or child support is an issue, must attend Parent Education programming. Of the cases with custody and access assessments ordered, 85 per cent were resolved outside of the court system.

- Throughout 2010-11, the Ministry continued to work with the Human Services Integration Forum and the Regional Intersectoral Committee representatives. Their objective was to ensure a seamless integrated service delivery system for children, youth and their families by advancing integrated service delivery among human service ministries, agencies and other stakeholders at the provincial, regional and local levels. As well, the Forum was involved in some initial discussion on the government approach to enterprise activities that relate to human services delivery.

Measurement Results

Collection of support payments for children and families

Collection rates of maintenance enforcement orders and agreements referred to the Maintenance Enforcement Office, 1988-89 to 2010-11



Source: Maintenance Enforcement Office, Ministry of Justice and Attorney General, 2011

This measure is of interest to the Ministry and the Government, as its increasing value demonstrates commitment to ensuring Saskatchewan is a secure place to live. Maintenance enforcement orders and agreements for financial support are issued following a divorce or separation. The health and well-being of the families depend on timely receipt of support income to which they are entitled.

This performance measure provides evidence that the Saskatchewan Maintenance Enforcement Office has consistently improved its rate of collection over the long term since it was first opened in the 1987-88 fiscal year. For the past five years, the Office has maintained a collection rate of over 80 per cent. In the last two years, the rate has risen to over 90 per cent. In 2010-11, the Office collected 91.3 per cent of monies owed in maintenance and enforcement orders and agreements referred to it. This gave the Office the second highest collection rate in Canada.

The Ministry has a high level of influence over this measure. It can enforce orders through garnishment of wages, bank accounts, and federal government payments, such as employment insurance, Canada Pension payments, Old Age Security, income tax refunds or GST credits. It is always looking for new ways to ensure the successful collection of monies owed.

Develop a western Canadian approach to organized crime and gangs

Results

- With the provinces of Alberta, British Columbia and Manitoba, the Ministry developed common or complementary policies and operational and legislative responses to organized crime and gangs. In May 2010 and February 2011, Western Ministers holding the portfolio of Attorney and Solicitor General met to continue the dialogue on enhancing responses to organized crime and gangs.
- The Ministry continued to work with the federal government on helping to reduce the risk and impact of organized crime and gangs in western Canada, and other legislative matters.

The Ministry of Justice and Attorney General supports Government's goal to keep promises and fulfill the commitments of the election, operating with integrity and transparency, accountable to the people of Saskatchewan

Negotiate key federal/provincial agreements to benefit Saskatchewan people

Results

- In negotiations with federal authorities to establish adequate levels of federal funding for the Aboriginal Courtworker Program, Saskatchewan ensured that the future needs of this program were articulated clearly for renewed funding in the future. The federal government has not set a date for the renewal decision.
- Justice Canada continued to provide funding to support community justice activities in Saskatchewan in partnership with the Ministry and CPSP. The Ministry holds contracts with 69 of 72 First Nations who deliver community justice programs that meet the unique needs of their communities, including alternative measures programs.
- Saskatchewan negotiated a funding agreement with Justice Canada for 2009 to 2011. This funding allowed the Ministry to continue to provide mandatory parent education programming province-wide, provide a toll-free family law information line, supply free self-help kits for parents in situations involving custody and access disputes, and pilot programs on therapeutic supervised access and access facilitation in 2010-11.

- The Ministry continued to work with other provincial/territorial governments, particularly in western Canada on issues of mutual concern, such as organized crime. Western Ministers met in May 2010 to continue collaboration on issues of mutual concern. The Ministry provided planning and administrative support for the national organized crime summit held in Toronto in fall 2010. The Ministry had expected to send a participant, but did not do so.

Increase participation of Aboriginal people in justice system delivery to deal with criminal justice issues

Results

- The Government of Saskatchewan released its *First Nation and Métis Consultation Policy Framework* (CPF) on June 15, 2010. The Ministry of Justice and Attorney General supported ministries as they applied the CPF to their policy and program development. The Ministry will continue to support Government as it enters the Exploratory Phase that will bring together First Nations, Métis and industry officials to collaborate on issues not addressed by the CPF. It will also continue to support the Dialogue Table that will be established to direct research, analysis and development of options for Government to consider related to traditional use and territory mapping, consultation capacity, dispute resolution, economic benefit sharing and environmental stewardship.
- The Ministry continued to obtain advice from Elders on justice reform and existing policies, programs and services. The Traditional Elders Ministerial Advisory Committee held one meeting in 2010-11 to set priorities for discussion with senior management in the Ministry and CPSP. Discussions continued about how best to seek the involvement of Elders in policy development and programming with the ministries.

Ensure that the administration of public affairs is within the rule of law¹

Results

- The Ministry continued to provide legal and policy advice and services to Government as required.
- The Ministry continued to offer government ministries, agencies and others advice on dispute resolution processes and assistance in resolving public policy issues.

Improve the effectiveness and efficiency of the Ministry's programs and services to ensure the best use of public funds

Results

- The Ministry began implementing a management practice of assessment and continuous improvement to ensure a robust, objective, multi-year assessment function. The LEAN philosophy of continuous improvement was used to improve processes in several areas of the Ministry. LEAN events identified actions that would improve:
 - the hearing to decision process in the Office of Residential Tenancies;
 - the time to case resolution/set a trial in the Regina Provincial Court and in the Saskatoon Provincial Court;
 - the receipt of disclosure between Crown prosecutors and Regina Police Service;
 - the invoice to payment process in the Public Guardian and Trustee; and
 - paper management in the Public Guardian and Trustee.

As well, Ministry officials participated in two LEAN events with other ministries: prisoner transport with CPSP and child protection with Social Services. Performance measures were established and work was begun on the development of policies and procedures. Results will be reported on when they have been demonstrated.

- The program review of Provincial Court operations was completed early in 2010-11. In response to the report, an audit of Provincial Court paperwork and associated processes was completed in July 2010. LEAN methodology was used, with these results:
 - A training guide for Judicial Officers was updated and distributed to Provincial Court offices.
 - Work continues on the development of a policy and procedure manual.
 - As policies are approved, they have been distributed to court offices.
 - A two-year Supervisor's Development Program was developed for the Courts and Civil Justice Division. Educational seminars began in February 2011.
- LEAN methodology identified suggestions to improve and streamline the delivery of court services in the Provincial Court. Local committees in the Regina and Saskatoon Provincial Courts have been established to review and implement the suggestions.

The rationalization of Provincial Court circuit points was completed. Ten Provincial Court circuit points were closed and appearances were reduced at 13 others, resulting in a reduction of 180 court days or 8.9 per cent.

¹ The rule of law means that the Government and all citizens are subject to the law and must operate according to its terms.

- Program evaluations were conducted, with these outcomes:

- The process and outcome evaluation of the Regina Alternative Measure Project began in April 2010 using an external evaluator. Data collection was completed in February 2011 and the report will be available in April 2011.
- The evaluation of the Regina Domestic Violence Court has been postponed to the next fiscal year due to budget constraints. Partners continue to use a collaborative process to ensure the court is operating effectively and efficiently.
- The federally-funded program evaluation of the Restitution Civil Enforcement Program pilot was completed in November 2010.
- The evaluation of the video-conferencing program was completed. The report will be available in spring 2011.
- As a result of an examination of alternative service delivery models for Small Claims Court, amendments were made to *The Provincial Court Act* and *The Small Claims Act*. They received second reading and it is anticipated that they will be proclaimed in 2011. The amendments will allow justices of the peace to become more involved in civil matters in order to allow more time for Provincial Court judges to focus on criminal matters.
- Consolidation of the credit counselling function of the Provincial Mediation Board continued. Identification of options for consolidation has begun.
- The review of the use and care of local, non-commercial cemeteries in Saskatchewan was completed. A grant was provided to the Saskatchewan Genealogical Society to continue the development of its database of cemeteries and to work with community groups to implement a pilot program for the care and maintenance of neglected cemeteries.

Enhance cultural diversity and awareness throughout the justice system

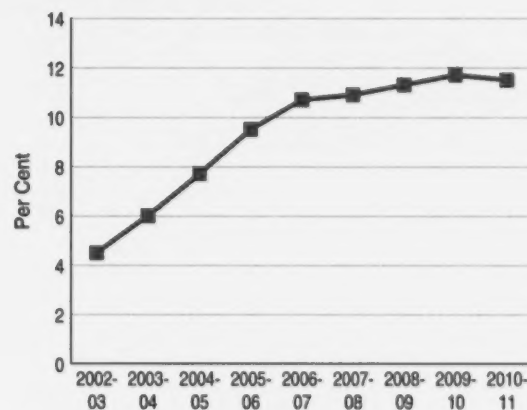
Results

- The Justice Diversity Committee developed an Inclusive Workplace Strategy. It is intended to re-establish diversity initiatives, creating actions that increase cultural awareness and support a more inclusive workforce. The document will be presented to Executive Committee for approval.
- The Ministry is no longer involved with other ministries in developing a response to racism. The Saskatchewan Human Rights Commission will continue this work, including a civics education in human rights project.

Measurement Results

Employment diversity

Justice employees who self-identify as Aboriginal



Source: Saskatchewan Public Service Commission, 2011

This measure is of interest to the Ministry and the Government because it demonstrates the change in the Ministry workforce to reflect the diversity of the clientele the Ministry serves.

The justice system and Aboriginal people benefit from having Aboriginal people working in the justice system. Justice programs may better meet the needs of the Ministry's clients if programs are culturally relevant and responsive. Having individuals from the Aboriginal community working within the Ministry, to ensure the interests of Aboriginal people are understood and incorporated into program development and implementation, increases the confidence of Aboriginal people in the justice system.

The Ministry has a moderate level of influence over this measure. It is committed to workplace diversity. However, it has no control over who applies for positions in the Ministry.

Develop efficient, effective information management systems

Results

- Working with Corrections, Public Safety and Policing and the Information Technology Office, the Ministry initiated improvements to information databases and efficiency through the Criminal Justice Information Management System (CJIMS) for implementation in 2013. Phase one of this project was completed in March 2011. The first phase included a high level analysis of business processes. Phase two, the redesign of the system, will commence in April 2011.
- The first phase of the project, to continue development and testing of a new Maintenance Enforcement Information System for implementation in 2011, was completed June 11, 2011. Phase one focused on establishing and documenting the functional requirements to build the solution. Phase two, which is underway, focuses on the construction and implementation of the solution. The construction is being completed in phases to allow the Maintenance Enforcement Office time to review system flow and layout. The targeted completion date is March 31, 2012.

Financial Overview 2010-11

The Ministry's original 2010-11 appropriation was \$144.1 million, including \$4.5 million for capital asset acquisitions and \$140.4 million on an expenses basis. The expense budget excludes the \$4.5 million appropriation for the Ministry to acquire capital assets and includes \$700,000 for the amortization of capital assets.

For 2010-11, actual expenditures were \$151.3 million; a variance of \$7.2 million greater than the original appropriation. Supplementary funding was provided to the Ministry to address the shortfall. The increased costs are attributable to:

- hiring additional staff to address workload pressures in Court Services, Public Guardian and Trustee, Public Law, Public Prosecutions and Legal Aid (\$4.5 million);
- complete construction of the Meadow Lake Court House that had been extended due to weather-related delays (\$1.8 million);
- an increase for general operating salary shortfall (\$600,000);
- a legislated increase in wages for Provincial Court judges (\$300,000); and
- a net increase from all other changes (\$1.7 million).

These costs were partially offset by lower costs for accommodations (\$1.0 million) and lower costs in the Office of the Coroner due to fewer bodies requiring transportation and fewer fee-for-service payments (\$700,000).

Construction of the Meadow Lake Court House required multi-year funding. Delays due to weather and contractors caused expenditures in 2009-10 to be less than planned and in 2010-11 to be higher than planned. Over the life of the project, expenditures are forecasted to be \$3.0 million under budget.

Expense results by sub-vote and program area are summarized in subsequent pages of this report.

The 2010-11 revenue budget was \$43.5 million. Actual revenue was \$48.4 million; \$4.9 million greater than was budgeted. The increased revenue is primarily attributable to:

- Uneven cash flows resulted in fewer revenues when the Corporations Branch was transferred to Information Services Corporation (ISC) midway through the fiscal year (\$2.8 million).
- Dividends from Saskatchewan Financial Services Commission were higher than estimated (\$3.3 million).
- Higher than anticipated Surrogate Court fees and Public Trustee fees were collected (\$2.2 million).
- There was an increase in the number of fines ordered (\$2.5 million).
- The remaining \$300,000 is attributable to net changes in a number of different branches.

The 2010-11 Full-time Equivalent (FTE) budget was 878.0 FTEs, with actual FTE utilization of 961.9 (83.9 FTEs over budget). There were 9.5 vacancies managed throughout the Ministry, with additional staff members required to address workload pressures, as follows:

- Courts (security detention and workload pressures) – 68.8 FTEs;
- Public Prosecutions (workload pressures) – 20.6 FTEs; and
- Public Guardian and Trustee (workload pressures) – 4.0 FTEs.

2010-11 Financial Results – Expenditures

The following table outlines information on actual and budgeted expenditures by sub-vote and sub-program. Explanations are provided where

variances are greater than \$100,000. All amounts are shown in \$000s.

Sub-vote	Sub-program	2009-10 Actual Expend.	2010-11 Original Estimate	2010-11 Actual Expend.	Variance	Notes
Central Management and Services	Executive Management	\$ 1,055	\$ 854	\$ 972	\$ 118	1
	Central Services	5,917	5,685	6,001	316	2
	Accommodations	13,762	14,726	13,740	(986)	3
Total Central Management and Services		\$ 20,734	\$ 21,265	\$ 20,713	\$ (552)	
Courts and Civil Justice	Court Services	\$ 28,056	\$ 25,754	\$ 28,304	\$ 2,550	4
	Dispute Resolution	1,560	1,482	1,560	78	
	Family Justice Services	4,340	4,225	4,203	(22)	
	Public Guardian and Trustee	2,672	2,384	2,620	236	5
	Salaries – Provincial Court Judges	11,765	11,872	12,219	347	6
Total Courts and Civil Justice		\$ 48,393	\$ 45,717	\$ 48,906	\$ 3,189	
Legal and Policy Services	Access and Privacy	\$ 300	\$ 289	\$ 289	\$ –	
	Civil Law	3,671	3,590	3,577	(13)	
	Communications	472	494	359	(135)	7
	Policy, Planning and Evaluation	1,230	1,130	1,053	(77)	
	Public Law	3,638	3,328	3,796	468	8
	Public Prosecutions	18,065	17,149	18,498	1,349	9
	Queen's Printer – Net Financing Requirement	(92)	19	10	(9)	
	Queen's Printer – Subsidy	75	98	98	–	
Total Legal and Policy Services		\$ 27,359	\$ 26,097	\$ 27,680	\$ 1,583	
Community Justice	Community Services	\$ 14,129	\$ 15,631	\$ 15,478	\$ (153)	10
	Coroners	2,878	3,214	2,783	(431)	11
	Public Complaints Commission	628	613	632	19	
Total Community Justice		\$ 17,635	\$ 19,458	\$ 18,893	\$ (565)	
Marketplace Regulation	Consumer Protection	\$ 915	\$ 885	\$ 904	\$ 19	
	Corporations	1,955	928	970	42	
	Saskatchewan Financial Services Commission	798	–	–	–	
	Land Titles Assurance Claims	16	1	0.3	(1)	
Total Marketplace Regulation		\$ 3,684	\$ 1,814	\$ 1,874	\$ 60	
Boards and Commissions	Automobile Injury Appeal Commission	\$ 1,264	\$ 1,033	\$ 819	\$ (214)	12
	Enquiries	162	86	178	92	
	Legal Aid Commission	21,209	21,221	21,371	150	13
	Residential Tenancies/ Provincial Mediation Board	1,136	1,125	1,195	70	
	Human Rights Commission	2,096	1,834	2,164	330	14
Total Boards and Commissions		\$ 25,867	\$ 25,299	\$ 25,727	\$ 428	
Courts Capital	Courts Capital	\$ 14,021	\$ 4,500	\$ 7,533	\$ 3,033	15
Total Courts Capital		\$ 14,021	\$ 4,500	\$ 7,533	\$ 3,033	
Initial Appropriation and Actual Expenditures		\$ 157,693	\$ 144,150	\$ 151,326	\$ 7,176	
Supplementary Estimates (approved in fall 2010)			7,486		(7,486)	16
Supplementary Estimates (approved in spring 2011)			3,681		(3,681)	17
Statutory Funding			293		(293)	18
Total Ministry Appropriation		\$ 157,693	\$ 155,610	\$ 151,326	\$ (4,284)	
Capital Asset Acquisitions		(12,871)	(9,575)	(6,427)	3,148	19
Capital Asset Amortization		470	700	971	271	20
Total Ministry Expense		\$ 145,292	\$ 146,735	\$ 145,870	\$ (865)	

Explanation of major variances

- 1 Minister's Office not able to recover shared costs as planned due to Minister's responsibilities changing partway through year.
- 2 Costs to support the information technology partnership with Information Technology Office were greater than anticipated.
- 3 Cost of space leased through Government Services lower than anticipated.
- 4 Increased costs related to court security, workload pressures and other operating pressures.
- 5 Additional staff to address workload pressures.
- 6 Increased vacation leave liability and increased need for relief judges.
- 7 Lower communication development costs than anticipated.
- 8 Unexpected costs arising from Marriage Commissioner Reference to the Court of Appeal and costs related to workload pressures.
- 9 Additional legal counsel and administrative support staff to address workload pressures; increased travel costs and other operating costs.
- 10 Reduced grants to community-based organizations due to project delays.
- 11 Reduced expenses related to body transportation, pathology-fee-for-service and other operating costs.
- 12 Reduced costs for commission member expenses.
- 13 Additional funding to offset additional costs as a result of northern air travel, space renovations and staffing costs.
- 14 Higher legal, travel and education program development costs than anticipated.
- 15 Reallocation of funding from 2009-10 for the construction of the Meadow Lake Court House to address weather-related delays, the installation of video-conferencing equipment and the development of computer systems.
- 16 Additional funding required for workload pressures in Court Services, Provincial Guardian and Trustee, and construction of the Meadow Lake Court House.
- 17 Additional funding required for workload pressures in Court Services, Public Law, Public Prosecutions, Coroner's Office, Enquiries, Human Rights Commission and Legal Aid Commission, funding for community-based organizations, and additional capital funding for upgrades to court security, video-conferencing installations and information technology systems.
- 18 Additional funding required for Provincial Court judge salaries.
- 19 Higher actual costs of capital projects meeting the definition of a tangible capital asset.
- 20 Amortization of capital assets higher than anticipated.

Detailed payee information will be published in Volume 2 of the 2010-11 Public Accounts.

2010-11 Financial Results – Revenues

The Ministry collects revenues related to fines, licences and service fees on behalf of the Government and receives funding from the federal government related to Legal Aid and other cost-shared programs.

The following table outlines information on actual and budgeted revenues by revenue description. Explanations are provided for all variances greater than \$100,000. All amounts are shown in \$000s.

Description	Revenue Budget	Actual Revenue	Variance	Notes
Other licences and permits	\$ 3,170	\$ 2,669	\$ (501)	1
Sales, services and service fees	11,639	14,162	2,523	2
Fines, forfeits and penalties	11,735	14,267	2,532	3
Interest, premium, discount, and exchange	1	1	–	
Transfers from other governments	1,544	1,544	–	
Other enterprises and funds	9,500	10,439	939	4
Other miscellaneous revenue	143	492	349	5
Other federal/provincial agreements	5,738	4,774	(964)	6
Ministry Revenue	\$ 43,470	\$ 48,348	\$ 4,878	

Explanation of major variances

- 1 Uneven revenue flows created a variance when the Corporations Branch was transferred to Information Services Corporation (ISC) midway through the fiscal year.
- 2 Higher than anticipated Surrogate Court fees and Public Trustee fees were collected.
- 3 Increase in the number of fines ordered.
- 4 Dividend from Saskatchewan Financial Services Commission higher than estimated.
- 5 Increase in miscellaneous revenue. The increase is primarily made up of outstanding cheques that have been stale-dated and refunds (prior year's expense).
- 6 Year-end accrual for Child-centred Family Justice agreement not accurately recorded.

For More Information

Revolving Funds and Special Purpose Accounts

The Ministry is responsible for managing and operating the following revolving or special purpose funds:

- Queen's Printer Revolving Fund
- Victims' Fund
- Criminal Property Forfeiture Fund
- Saskatchewan Financial Services Commission Fund

Information regarding the 2010-11 business activities of these funds, except for the Saskatchewan Financial Services Commission Fund, can be found in Appendix C of this annual report. The Saskatchewan Financial Services Commission files an individual annual report with a financial statement. The financial statements for these funds can be found on the Ministry website: www.justice.gov.sk.ca.

This report provides information about our accomplishments and our future plans. We welcome any questions or comments that you may have. Please feel free to contact us at:

Ministry of Justice and Attorney General
Communications Branch
1000 - 1874 Scarth Street
Regina, SK S4P 4B3

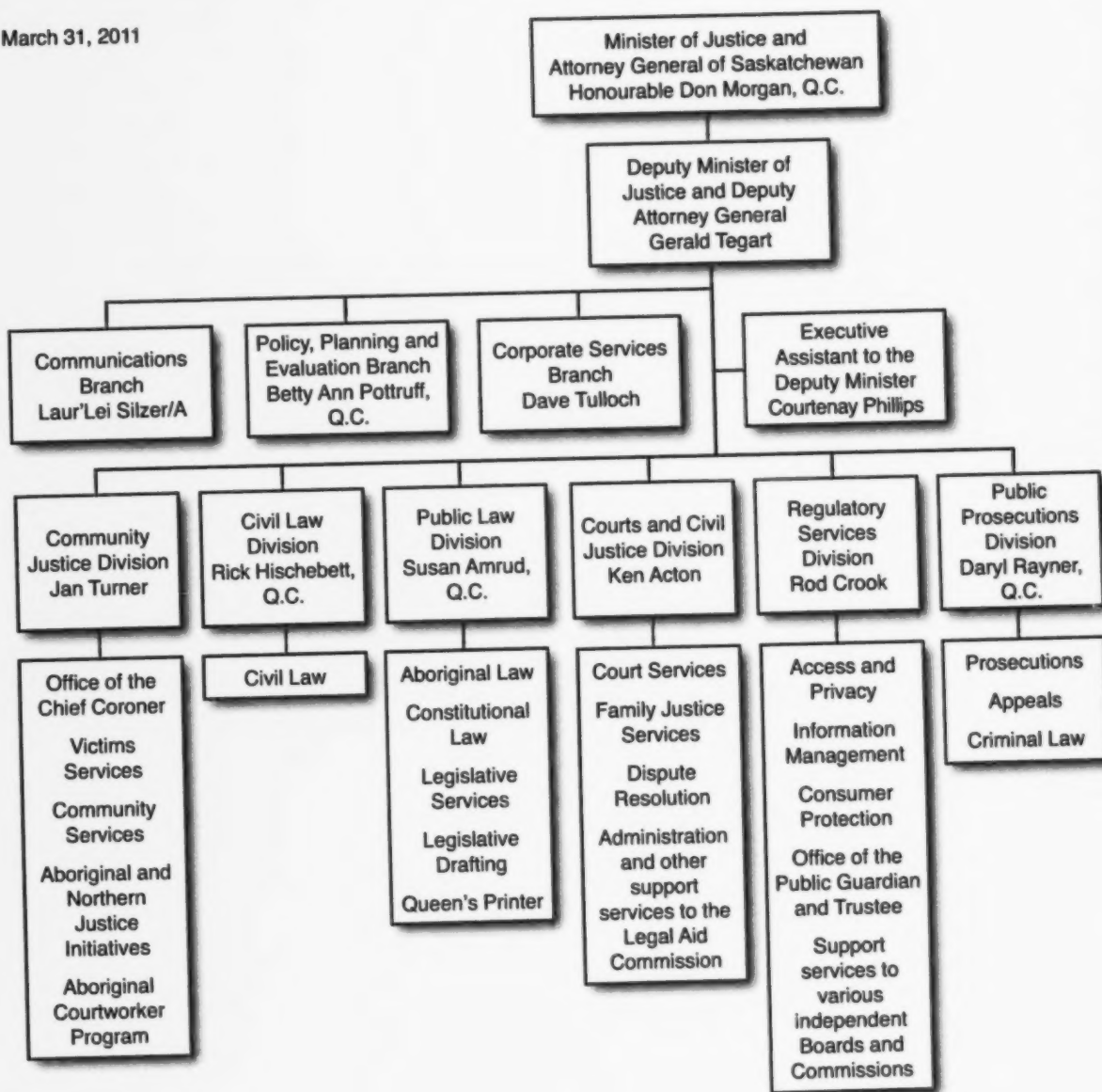
By telephone: (306) 787-7872

Or send an e-mail through the Ministry website at:
www.justice.gov.sk.ca.

Copies of this report are available for download on the Ministry website.

Appendix A: Organizational Chart

March 31, 2011



See Appendix B: Boards and Commissions, for a complete listing of boards, commissions and committees under the responsibility of the Minister of Justice and Attorney General.

Appendix B: Boards and Commissions

The Minister of Justice and Attorney General is responsible for a number of boards and commissions that receive varying levels of administrative and policy support from the Ministry of Justice and Attorney General, including:

- Aboriginal Courtworker Advisory Committee
- Automobile Injury Appeal Commission
- Funeral and Cremation Services Council
- Justice of the Peace Review Council
- Law Reform Commission
- Office of Residential Tenancies
- Provincial Court Judicial Council
- Provincial Mediation Board
- Public Complaints Commission
- Public and Private Rights Board
- Saskatchewan Advisory Board of Review
- Saskatchewan Film Classification Appeal Committee
- Saskatchewan Film Classification Board
- Saskatchewan Financial Services Commission
- Saskatchewan Human Rights Commission
- Saskatchewan Human Rights Tribunal
- Saskatchewan Legal Aid Commission Appeal Committee
- Saskatchewan Legal Aid Commission
- Saskatchewan Real Estate Commission
- Traditional Elders Ministerial Advisory Committee
- Victims Compensation Appeal Committee

Most of these boards and commissions produce and table their own annual reports. However, the following agencies have very brief annual reports that are included in this document to accommodate the tabling requirements and reduce printing costs:

- Automobile Injury Appeal Commission
- Provincial Mediation Board
- Office of Residential Tenancies

Automobile Injury Appeal Commission

Commission Membership

The Commission welcomed the appointment of three new members during the 2010-11 fiscal year. They are Lucille Lamb, Q.C., of Saskatoon, Don McKillop, Q.C., of Regina and Tim Rickard of Saskatoon.

The current membership consists of:

- Joy Dobko, Saskatoon
- Dr. Barry Heath, Saskatoon
- Laura Lacoursiere, Saskatoon
- Lucille Lamb, Q.C., Saskatoon
- Jane Lancaster, Q.C., Saskatoon
- Keith Laxdal, Regina (Chairperson)
- Walter Matkowski, Saskatoon
- Don McKillop, Q.C., Regina
- Ann Phillips, Q.C., Regina
- Ryan Plewis, Swift Current
- Tim Rickard, Saskatoon

Mandate and Objectives

The Automobile Injury Appeal Commission (AIAC) is an independent, quasi-judicial body whose mandate is to adjudicate no fault benefit disputes between a claimant and the insurer, Saskatchewan Government Insurance (SGI), in a less formal manner and on a more timely, less costly basis than is available through the courts.

In fulfilling this role, the Commission has these objectives:

- To issue well-considered decisions based on facts, findings and legislative entitlements on a timely basis.

- To reduce the average elapsed time between the submission of an application and the conclusion of the hearing.
- To provide information that enhances the general understanding of the appeal process, assists potential claimants gain access to this process, informs the parties – particularly those who represent themselves – about the process, and assists in the management of the process.
- To collect, use, disclose and protect personal information through appropriate privacy and security policies and practices.

The Appeal Process

The AIAC hears appeals of benefit entitlement decisions made by SGI under the no fault insurance program for injuries sustained in motor vehicle accidents.

When people are not satisfied with a personal injury benefits decision made by SGI under the no fault system, they can file an appeal with either the Court of Queen's Bench or the Automobile Injury Appeal Commission. Appeals must be filed either within 90 days from the date of SGI's decision or, if mediation was elected, 60 days from the date mediation was completed.

Claimants filing an appeal to the Commission pay a \$75 application fee. If this causes substantial hardship, claimants may ask the Commission to waive the fee by obtaining and filing a Certificate of Substantial Hardship. The fee (if paid) is refunded if the claimant is successful.

Once the claimant and SGI have filed all documents relevant to the appeal, the Commission gives written notice of the hearing date, time and location. Hearings are regularly held in Prince Albert, Saskatoon and Regina. AIAC provides the documents submitted by the claimant and the respondent to assist the parties and the appeal panel in reviewing the documentary evidence.

Claimants can represent themselves or have their lawyers present their cases to the Commission. In approximately two of three appeals, claimants are self-represented. SGI is represented by counsel.

Both the claimant and SGI have the right to examine and cross-examine any witness. If

necessary, either party can arrange to have a witness subpoenaed to attend the hearing. Witnesses can testify by telephone if they are unable to attend the hearing in person.

The Commission interprets and applies the law and the regulations governing no fault benefits. It has the authority to set aside, confirm or vary benefit decisions made by SGI under the no fault benefits plan. Written reasons for the Commission's decision are provided to and binding on both parties. The decision can be appealed to the Court of Appeal on a question of law only. Transcripts or audio recordings are provided to the parties upon request and at their expense.

Appeal hearings are open to the public and the Commission's decisions are published on its website (www.autoinjuryappeal.sk.ca) and other legal sites, although de-identified for purposes of web publication. This practice assists claimants and the general public in knowing more about their entitlement to injury benefits and offers self-represented claimants an opportunity to become familiar with the hearing process.

Legislative and Budgetary Authorities

The legislation governing the Commission's activities includes:

- *The Automobile Accident Insurance Act, 1995 and 2002*
- *The Personal Injury Benefits Regulations, 1995 and 2002*
- *The Automobile Accident Insurance (Injury) Regulations, 2005*

The Commission's budgetary status is reflected as follows:

2010-11 Budget: \$1,033,000
FTEs: 5.8
2010-11 Actual: \$818,848

The favourable actual to budget variance of \$214,152 is primarily attributable to reduced honorarium expenditures for part-time members, as a result of holding fewer appeal hearings than were anticipated. Additional reductions were realized in operational costs and staff salaries.

2010-11 Activities and Results

- There were 137 new appeals filed with the Commission during 2010-11. At year end, there were 138 files awaiting an appeal hearing. The insurer and/or claimant will settle, withdraw or close a number of these files before a hearing occurs.
- Of the 52 decisions issued by the Commission during the year, 48 (92 per cent) were issued within 60 days from the date the hearing was concluded or the last evidence was filed. The remaining decisions were issued within 90 days. These 52 decisions pertain to appeals filed in previous years, as well as the current year, and are distributed, based on the year the appeal was filed, in the table at the end of this report.
- There were 339 on-the-record hearings conducted during 2010-11. Most of these hearings were by telephone and dealt with the various issues that arose prior to the appeal panel and parties convening for the appeal hearing.
- Amendments to *The Personal Injury Benefits Regulations* were approved in December 2010. These amendments eliminated prescribed requirements for the content of the application for appeal form, thereby creating the opportunity to simplify the form. In addition, the amendments enabled a representative to sign the appeal form on behalf of a claimant and aligned the Regulations with the Commission's business practices.
- The application for appeal form was redesigned to be more user-friendly for claimants. The revised form was available for distribution to the insurer and claimants at year end.
- A brochure directed to informing the public about the Commission's role was revised and new materials directed at assisting self-represented claimants understand and prepare for the appeal process were developed. The revised brochure, *How to Appeal a No Fault Personal Injury Decision*, and two appeal guideline sheets, *Preparing for an Appeal Hearing* and *Hearing and Decision Process*, were available for distribution at year end.

2011-12 Planned Actions

- Undertake a LEAN initiative, which will be targeted towards improving the efficiency of the front end of our process (receipt of application to appeal through the appeal hearing).
- Explore a process to expedite certain appeals; define measurement criteria and collect baseline data to monitor the effectiveness of an expedited appeal initiative.
- Develop, and begin to implement, an Information Technology Plan for the Commission that addresses security issues, member accessibility to Commission resources and current deficiencies within, and potential enhancements to, the database.
- Support professional development initiatives for members and staff, including the provision of training in the use of plain language and in writing decisions.
- Continue communications-related initiatives through enhancements to the Commission's website, development of frequently asked questions, and investigate the feasibility of a video production to assist self-represented claimants.

Automobile Injury Appeal Commission Appeal Status as of March 31, 2011

	2006-07	2007-08	2008-09	2009-10	2010-11
Appeals Filed	122	125	113	104	137
Closed, Withdrawn, Settled	63	76	48	37	18
Appeals Requiring Decisions	59	49	65	67	119
Status of Appeals Requiring Decisions					
Adjourned	7	4	12	13	5
Waiting on Parties	0	7	10	33	105
Hearings Concluded	52	38	43	21	9
Status of Final Decisions Arising from Hearings Concluded					
Issued	52	36	42	19	6
To be Issued	0	2	1	2	3

This table displays the current disposition of appeals based on the year in which those appeals were filed with the Commission.

Provincial Mediation Board and Office of Residential Tenancies

Provincial Mediation Board

The Provincial Mediation Board has a role or responsibility in:

- Debt Counselling
- Municipal Tax Enforcement
- Mortgage Foreclosures

Debt Counselling

The Board provides assistance to individuals and families with personal debt problems. A credit counsellor reviews financial circumstances and offers options to deal with debt. The Board may:

- provide budgeting advice that assists consumers to pay debts directly;
- negotiate better terms for payment with creditors, collecting a monthly payment from the debtor and distributing it to the creditors (a mediated debt solution); and
- make a consolidation order under the Orderly Payment of Debt provisions of the *Bankruptcy and Insolvency Act*.

Board members are appointed as Local Registrars of the Court of Queen's Bench for the purpose of administering the Orderly Payment of Debt program. Unlike mediated debt solutions, student loans may be included in consolidation orders under the Orderly Payment of Debt program. Student loans are often one of the outstanding obligations of debtors.

The services of the Board are free to people across the province. Over 500 people contacted the office for help on various debt-related problems in 2010-11. The debtors are counselled to develop

better budgeting habits to manage their debts themselves, and advised of programs for payment of debt and of bankruptcy, as is appropriate. Payments are channelled through the Board. The program returned over \$390,000 to the credit industry in 2010-11 on behalf of debtors.

The number of people assisted by personal debt repayment plans decreased significantly, continuing a trend over previous years. Regardless, there is still a need to provide programs to counsel debtors and to provide programs for the payment of debts. There is a concern that the services of the Board are not widely known. People are increasingly using the Internet to find credit counselling services, and in doing so, find businesses and organizations outside the province that deliver these services for a fee. These businesses cannot offer the Orderly Payment of Debt program, which may be the best solution for many people.

The Board works with problem gambling treatment programs and delivers presentations about four times a year for the Regina Qu'Appelle Health Region Problem Gambling Day Treatment Program, to offer guidance to individuals in resolving the financial problems arising from the addiction. The counsellor also provides presentations on request.

Municipal Tax Enforcement

Municipalities require the Board's consent to complete tax enforcement proceedings under *The Tax Enforcement Act*. Upon receiving an application from a municipality, the Board contacts the landowner to establish a plan for the taxpayer to pay the arrears of taxes. If the taxpayer does not agree to a reasonable plan for payment of the tax arrears, or defaults on payment, the Board grants its consent. That allows the municipality to deal with the taxpayer directly and to take title to the land, if the municipality so decides.

Mortgage Foreclosures

The Board receives a Notice of Intention to Foreclose in advance of every proposed foreclosure action. The proposed plaintiff cannot start a court action for 30 days, during which the Board notifies the mortgagee. When asked by the mortgagee, the Board provides information on foreclosure procedures and discusses options that may be available to the mortgagee to deal with arrears and avoid court.

The Board converted to electronic files for Notices of Intention to Foreclose in 2010-11, eliminating paper records. The electronic records enable staff in both Regina and Saskatoon access to files and shared information, improving service to the public by ensuring that a prompt response to enquiries can be made from either office.

Board Members

- Dale Beck, Chair, Regina
- F. Andrea M. Jorde, Saskatoon

Legislative Authorities

Governing legislation:

- *The Provincial Mediation Board Act*
- *The Tax Enforcement Act*
- *The Land Contracts (Actions) Act*
- *The Agricultural Leaseholds Act*
- *The Land Titles Act*
- *The Rural Municipality Act*
- *The Bankruptcy and Insolvency Act (Canada)*
- *The Landlord and Tenant Act*

Provincial Mediation Board Statistics

	2008-09	2009-10	2010-11
Debt Repayment Files Opened	55	28	24
Files Active at Year End	283	211	140
Payments Received from Debtors for Creditors (thousands)	\$1,080	\$755	\$457
Administrative Levy for Province from Debt Mediation (thousands)	\$169	\$105	\$65
Notices of Mortgage Foreclosure/Cancellation of Agreement for Sale	428	547	651
Tax Enforcement Files Opened	544	534	571
Tax Enforcement Fees Received in Year (thousands)	\$17	\$15	\$16

Office of Residential Tenancies

The Office of Residential Tenancies:

- adjudicates disputes between landlords and tenants in residential tenancies; and
- provides information to landlords and tenants about their rights and obligations.

Board Members

Dale Beck, Director, Regina

Andrea Jorde and Terry Hymers, Deputy Directors, Saskatoon

Legislative and Budgetary Authorities

Governing legislation:

- *The Residential Tenancies Act, 2006*
- *The Condominium Property Act, 1993*
- *The Co-operatives Act, 1996*

The Office has jurisdiction under *The Condominium Property Act, 1993* to evict from condominium associations occupants who disturb other occupants and under *The Co-operatives Act, 1996* to evict persons whose membership in a housing co-operative is revoked.

Budget:

The Provincial Mediation Board and Office of Residential Tenancies operate as a combined entity and share resources and personnel. Their budgets are combined.

2010-11 Budget: \$1,125,000
FTEs: 15.1
Per Diem Hearing Officers: 7

2010-11 Actual: \$1,195,000

2011-12 Budget: \$1,176,000
FTEs: 15.1
Per Diem Hearing Officers: 9

The variance of \$70,000 was due to miscellaneous operating pressures in the Office of Residential Tenancies.

Progress in 2010-11

- During 2010-11, the Office emphasized the provision of good information and encouragement to landlords and tenants to find their own solutions. The Office de-emphasized applications for adjudication and orders as a means to resolve a problem, in favour of good communication among, and better decisions by, landlords and tenants.
- The number of hearings declined in 2009-10, and again in 2010-11, principally as a result of legislative changes that came into effect on June 1, 2009, to eliminate the need for landlords to apply to the Office every time they wished to claim on a security deposit. As a result of the changes, a hearing is scheduled and the security deposit is paid into this office only when a tenant disputes a landlord's claim.
- During the summer of 2010, the Office undertook a LEAN process to review substantially all of its processes. A number of improvements were identified and have been implemented.
- Information was added to the website, and material reorganized to improve quality and accessibility. A number of forms were simplified and clarified. Staff increasingly review documents submitted for hearings to ensure that the documentation is complete and correct. The intent is to better ensure that users provide all necessary information to enable hearings to proceed without delays, adjournments or, in some cases, dismissal of applications that must then be repeated. This work is ongoing.

- Web-based call centre technology was implemented in November 2010 to better manage incoming calls. Calls are now directed to one of three information counsellors or to case managers in Regina or Saskatoon, or to the website for information. Before this technology was implemented, three information counsellors managed an average of 200 calls daily, including repeat callers frustrated by a slow response time. Call volume to the information counsellors has been reduced to an average of 80 calls daily, with 90 per cent of calls answered within 10 minutes. In addition, callers may choose an option for case managers to talk to them directly about active cases.
- The Office continues to encourage the adoption of e-mail communication between landlords and tenants as permitted by *The Electronic Information and Documents Act, 2000*. Electronic communication offers significant efficiencies for landlords and tenants.

2011-12 Goals and Objectives

- The Office will adapt software to significantly improve access to, and timeliness of, service to the public by eliminating paper records, and permitting online applications for hearings and submission of documents, all of which may be delivered electronically to the other party.
- The Office will continue to improve its website, its forms and the manner of providing information – all for the purpose of promoting communication between landlords and tenants so they can resolve problems directly. Parties will have a higher degree of satisfaction with a solution that they find for themselves than with an order from a hearing officer telling them what to do.
- The Office will continue to promote and encourage electronic communication and service of documents.

Office of Residential Tenancies Statistics

	2008-09	2009-10*	2010-11
Total Applications Received	9,811	7,557	6,799
Landlord Applications	8,947	6,647	5,586
Tenant Applications	864	910	1,213
Fees	\$269,642	\$190,935	\$273,520**

* Restated numbers for 2009-10 applications based on updated information.

** Fee change – application fees increased April 1, 2010 from \$30 to \$50.

Appendix C: Revolving Funds

Queen's Printer

On behalf of the Government of Saskatchewan, the Queen's Printer publishes and distributes all legislation, regulations, and other government legislative publications, including:

- *The Saskatchewan Gazette*;
- tables to Saskatchewan Statutes and Regulations;
- the Saskatchewan *Rules of Court* (for the Court of Queen's Bench and the Court of Appeal);
- private Acts;
- bound annual statutes; and
- the complete set, as well as practice-specific sets, of the consolidated *Statutes of Saskatchewan* and *Regulations of Saskatchewan*.

Legislative and Budgetary Authorities

Under the authority of the Minister of Justice and Attorney General and the Lieutenant Governor in Council, and subject to *The Queen's Printer's Act* and *The Queen's Printer's Fees Regulations*, the Queen's Printer is part of the Public Law Division of the Ministry of Justice and Attorney General.

The Queen's Printer operates through the Queen's Printer Revolving Fund and sells its legislative publications and services to achieve the Fund's break-even mandate. Significantly self-funded, the Queen's Printer is provided an appropriation from the General Revenue Fund in order to be able to provide free access to all current electronic publications at the Internet websites of www.qp.gov.sk.ca (Freelaw®) and www.publications.gov.sk.ca (Publications Centre).

The main users of paper and electronic publications include:

- municipal/provincial/federal governments;
- law offices;
- colleges/universities;
- industry-specific groups (e.g., associations and oil and gas companies);
- libraries; and
- business/corporate entities.

Queen's Printer Financial Summary

	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11* Actual (unaudited)
Revenue	\$ 722,751	\$ 717,771	\$ 828,248	\$ 849,069	\$ 768,000	\$ 826,226
Expenditures						
Cost of Goods Sold	\$ 245,819	\$ 241,273	\$ 267,504	\$ 301,405	\$ 276,000	\$ 241,147
Gross Profit/(Loss)	\$ 476,932	\$ 476,498	\$ 560,744	\$ 547,664	\$ 492,000	\$ 585,079
Administrative Expenses	580,509	630,647	627,728	616,285	609,000	678,824
Net Profit/(Loss)	\$ (103,577)	\$ (154,149)	\$ (66,984)	\$ (68,621)	\$ (117,000)	\$ (93,745)
GRF Subsidy	159,000	148,000	65,000	75,000	98,000	83,000
Net Profit/(Loss) after Subsidy	\$ 55,423	\$ (6,149)	\$ (1,984)	\$ 6,379	\$ (19,000)	\$ (10,745)

* Audited financial information is not available from the Provincial Auditor as of the date this report was prepared, but will be provided in the 2011-12 Ministry of Justice and Attorney General Annual Report.

Sales continue to be steady. Efficiencies in on-demand printing with existing equipment have kept Cost of Goods Sold low. The Fund is on target to eliminate the reliance on the appropriation from the General Revenue Fund in the next few budget cycles.

FTEs: 9

2010-11 Goals and Objectives

- Continue posting edited historical legislation and Order in Council (OC) summaries to Freelaw®.
- Continue work toward incorporating online forms with payments through the Publications Centre.
- Scan more historical legislation by statute revision volumes for eventual posting to Freelaw®.
- Refresh the Freelaw® and Publications Centre websites.
- Continue to market Publications Centre by attending trade shows and sponsoring relevant industry and business events.
- Continue to promote and sponsor various related professional agencies (e.g., Uniform Law Conference of Canada) by preparing materials for professional development seminars.
- Work closely with various client groups to improve the quality of the publications services we provide.
- Continue to communicate with provincial, federal and territorial Queen's Printers to ensure that legislation and publishing services are consistent with industry and technological standards and best practices.

2010-11 Activities and Results

- Continually added historical legislation, OC summaries and point-in-time consolidations to Freelaw®.
- There are hundreds of thousands of pages of legislation subject to the process required to post them to the Publications Centre, and posting occurs daily.
- All OC summaries continue to be posted on a weekly basis.
- Point-in-time consolidations are complete acts and regulations as they existed at passage and as they existed at each amendment stage thereafter. Only those passed since 1996 are added.
- Started to evaluate options for scanning and getting historical gazettes online.
- Continued work with the ministries of Agriculture, and Justice and Attorney General, on a voluntary basis, to establish a process for online forms with payment. Agriculture is in production. Production with Justice and Attorney General is anticipated in 2011-12. Further discussions with the ministries of Environment and Information Services Corporation are planned.
- Edited and posted to the Internet more 1920, 1930, 1940 and 1978 statute revision volumes.
- Refreshed both Publications Centre and Freelaw® websites, and purchased promotional materials to market the products and services of them.
- Marketed the Publications Centre, including Freelaw®, through attendance at conferences and trade shows.

- Continued promoting and sponsoring various related professional agencies (e.g., Tri-Publishers Forum) by providing materials and speaker.
- Continued to work co-operatively in partnership with all participants, in and outside of the provincial government, to deliver the Publications Centre, which now has 89 partner agencies, municipalities and associations.
- Worked with Queen's Printers from other provinces who contacted Saskatchewan for assistance in delivering electronic publications with common standards.
- Reduced appropriation received from the General Revenue Fund as the Queen's Printer worked toward being a self-sufficient revolving fund.

Queen's Printer Subscription Statistics

Subscriptions to Publication/Service	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual
<i>Statutes of Saskatchewan</i> Bound Volume	105	204	198	196	177	160
<i>The Saskatchewan Gazette</i>	325	287	273	261	232	218
Loose-leaf Statutes	245	328	320	305	287	261
Loose-leaf Regulations	90	106	103	100	92	87
Separate Chapters	58	86	53	74	62	60
Tables	186	221	211	195	185	173
<i>Rules of Court</i> (English/French)	229/0	417/0	361/1	359/1	344/2	327/2
Loose-leaf Oil and Gas	82	122	119	119	110	110
Loose-leaf Mining	20	25	27	27	27	27
Loose-leaf Rural Municipality	234	250	249	224	216	208
Loose-leaf Urban Municipality	315	308	308	292	278	258

Victims Services

Victims Services has the primary responsibility for assisting victims involved in the criminal justice system in Saskatchewan. Victims have needs directly related to their involvement in the criminal justice system, which may include:

- information on the justice system, support and assistance as they proceed through the criminal justice process, and referrals to appropriate agencies;
- compensation to offset expenses directly resulting from violent crime; and
- an opportunity to tell the court how they have been affected by the crime.

Victims of criminal acts that have been reported to police, and who therefore have come to the attention of the justice system, are the first priority of the program. Services for victims of crimes that have not been reported, as well as for individuals who are at risk of becoming victims, are also supported to the extent that resources are available. Special emphasis is placed on meeting the needs of more vulnerable individuals, such as children, persons with disabilities, and Aboriginal people who are disproportionately victimized by crime.

In order to ensure basic services are available to meet the needs of victims of crime throughout Saskatchewan, Victims Services offers a range of direct programs, which are outlined in this report. Underlying these direct services are other initiatives that improve understanding and increase awareness of the needs of victims, and help ensure a comprehensive and co-operative response. These other initiatives include:

- education and training;
- coordination of services;
- research and evaluation initiatives; and
- prevention of victimization programming.

Legislative and Budgetary Authorities

The governing legislation of the Victims Services Program is *The Victims of Crime Act, 1995* and *The Victims of Crime Regulations, 1997*. The *Declaration of Principles Respecting the Treatment of Victims of Crime*, which is included within the Act, outlines the principles with respect to the treatment of victims that are to be followed by persons working within Saskatchewan's justice system.

The Victims' Fund, which was established by this legislation, is the primary support for services for victims of crime in Saskatchewan. This is a special purpose fund that predominantly comprises revenue from victim surcharges paid by offenders on federal and provincial offences.

Victims' Fund Revenue and Expenditures

	2010-11 Budget	2010-11 Actual (unaudited)
Revenue	\$ 5,000	\$ 7,132
Expenditures	\$ 6,764	\$ 6,159

- Revenue in 2010-11 was over budget by \$2.1 million, due mainly to increased imposition and collection of provincial surcharges, the receipt of federal project funding, interest revenue, etc.
- Expenditures in 2010-11 were \$605,000 under budget due to unanticipated savings in several program areas and funded agencies (staff vacancies, etc.).

Victims Services Staffing

Total FTE Establishment	
Administration	6.5
Compensation	2.0
Restitution	6.0
Victim/Witness Support	6.5
Training & Interpersonal Violence Manager	1.0
Total FTEs	22.0

2010-11 Goals and Objectives

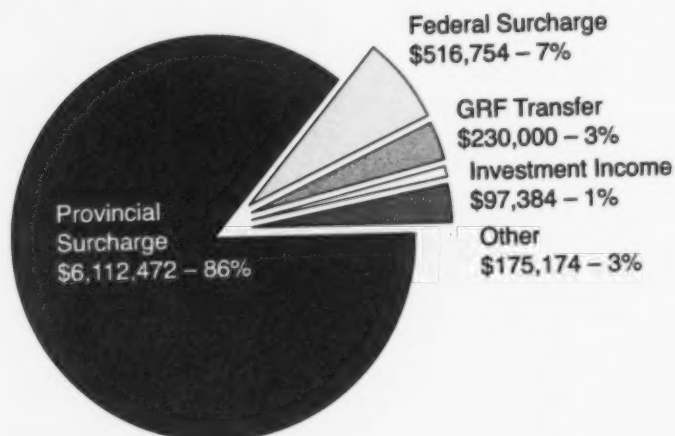
- Effectively manage the Victims' Fund by monitoring revenue and expenditures and exploring avenues to increase revenue; obtain federal project funding where possible.
- Work with Court Services Branch to implement a plan to facilitate testimony from outside the courtroom for children and other vulnerable witnesses in five court locations.
- Provide training to criminal justice system personnel on the use of testimonial aids for children and other vulnerable victim/witnesses.
- Continue working with the RCMP and Justice Canada to identify solutions to the issue of access to information by RCMP-based Victim Services programs, and to raise community awareness about victim services programs.
- Develop and distribute a new brochure profiling Emergency Intervention Orders for use in cases of interpersonal violence and abuse.
- Revise the Victims Services Branch website to enhance the ability to search and locate applicable Police-based Victim Services programs.
- Continue to support the Fine Collection Branch's piloting of the Restitution Civil Enforcement Program.
- Support the work of the Interpersonal Violence and Abuse (IVA) Unit by assisting with the management of IVA funding for community agencies.

2010-11 Activities and Results

Financial Management/Administration

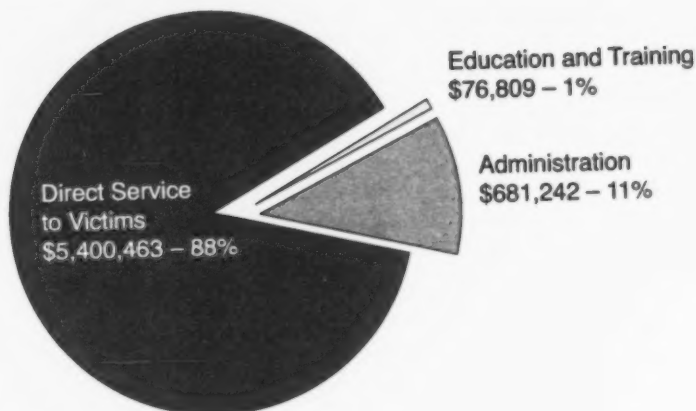
- Total revenue for 2010-11 was \$7,131,784. This includes surcharges, surcharge receivables, General Revenue Fund transfers, interest, proceeds of crime and other miscellaneous revenue. Expenditures for 2010-11 totalled \$6,158,514. These figures are unaudited; the audited financial statements for the Victims' Fund will be included with the Public Accounts on July 31, 2011.
- Total actual revenue decreased by approximately \$1.1 million from 2009-10, mainly due to a decrease in transfers from the General Revenue Fund.
- Monitored provincial and federal victim surcharge imposition and collection, as well as investment of the Victims' Fund to maximize revenue.
- Obtained federal project funding totalling almost \$150,000 for the Child-friendly Courts Project, the Testimonial Aids Training Project, and the Northern Program Manager Project.

**Victims Services
2010-11 Actual Revenues – Unaudited**



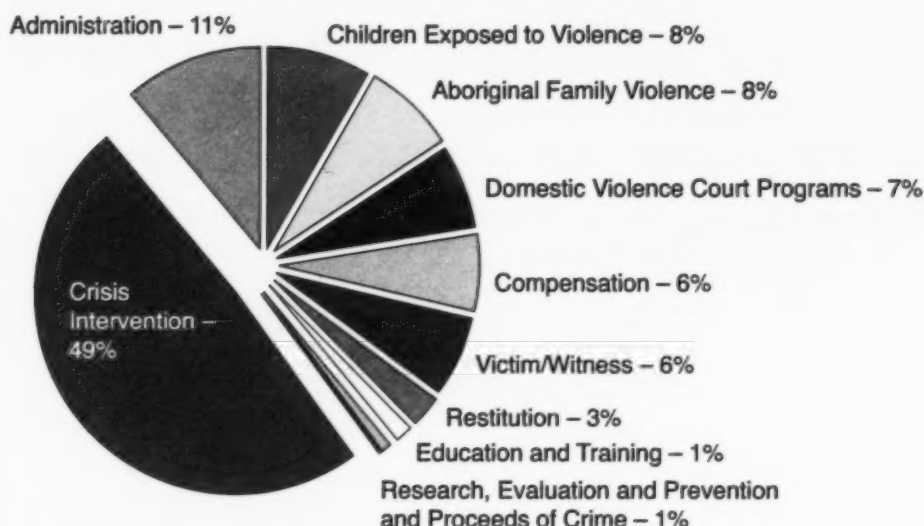
Total Revenue – \$7,131,784

**Victims Services
2010-11 Actual Expenditures – Unaudited**



Total Expenditures – \$6,158,514

**Victims Services
2010-11 Actual Expenditures (%) – Unaudited**



- Conducted financial audits of funded programs, worked with specific programs to resolve management and financial issues, and trained program staff in the use of financial management software to enable them to have the knowledge to assume responsibility for their finances in the future.
- Administered federal proceeds of crime (POC) monies that were deposited into the Victims' Fund, with payment of these funds to police agencies as designated for anti-organized crime and crime prevention activities. Maintained provincial POC monies in the Victims' Fund; followed an approved multi-year plan for the expenditure of these monies on specific programs for victims of crime.

Police-based Victim Services

- Managed ongoing funding agreements with 18 community agencies and municipal police services to ensure that services are available to 87 per cent of Saskatchewan's population. This includes 18 Police-based Victim Services programs, and six Aboriginal Resource Officer programs that are part of the local victim services teams.

Specialized Victim Services

- Managed ongoing funding for seven specialized victim services programs in urban centres, where client volume and/or unique needs require a different delivery model to meet demands. This includes programs for victims of sexual assault and domestic violence, including services associated with domestic violence courts in the Battlefords, Saskatoon and Regina.

Aboriginal Initiatives

- Managed ongoing funding for six Aboriginal Family Violence programs and six Aboriginal Resource Officer programs.

Children Exposed to Violence Programming

- Managed ongoing funding for nine Children Exposed to Violence programs.

Prevention of Victimization Programming

- Managed ongoing funding for the Street Workers Advocacy Program in Regina.

Victim/Witness Services

- Continued to deliver court orientation and support services to children and other vulnerable witnesses who are required to testify in court. Services are provided province-wide by four programs located in Prosecutions district offices.
- In partnership with Court Services Branch, implemented the plan to facilitate testimony by children and other vulnerable witnesses from outside of courtrooms. Obtained federal funding to assist with the purchase of video-conferencing equipment which was installed in victim/witness rooms in six court locations, including the new Meadow Lake Court House.
- Furnished the victim/witness room in the new Meadow Lake Court House.

Victims Compensation Program

- Provided compensation totalling \$367,427 to 397 victims, to reimburse them for actual expenses resulting from crimes of personal violence.

Adult Restitution Program

- Monitored and helped to enforce court-ordered restitution for adult offenders, advised victims of available civil enforcement measures and the registration process, and trained criminal justice system professionals. The program monitored 1,116 new restitution files in 2010-11, either directly through the Restitution Coordinator or in conjunction with Probation Services.
- Worked with Fine Collection Branch to support the piloting of the Restitution Civil Enforcement Program in two court regions, and provided eligible victim information to ensure the civil enforcement process was started on a timely basis.

Victim/Witness Services – New Clients

	Males			Females			Total		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Children	50	30	39	74	96	75	124	126	114
Teens	93	48	73	169	152	232	262	200	305
Adults	71	75	71	273	290	316	344	365	387
Total	214	153	183	516	538	623	730	691	806

Victims Compensation Statistics

	2007-08	2008-09	2009-10	2010-11
Applications Received	401	404	486	428
Applications Approved	373	372	449	397
Applications Denied	28	32	37	31
Total Amount Awarded	\$355,821	\$315,358	\$375,325	\$367,427
Average Award	\$954	\$848	\$835	\$926

Education and Training

- Obtained federal project funding and organized training for criminal justice system personnel on the use of testimonial aids, including video-conferencing for testimony from outside the courtroom. Over 130 participants received training, including police officers, child protection workers, all Crown prosecutors and all Victim/Witness Services Coordinators.
- Partnered with Greystone Bereavement Centre and provided funding for delivery of a Complicated Grief training session for staff of all Police-based Victim Services programs, as well as other agencies, including health regions, HealthLine, school divisions and the RCMP. This was delivered province-wide via the Telehealth system to over 150 participants.
- Contracted with SIAST Wascana Campus and assisted in delivering the sixth and seventh courses of the 72-hour standardized basic training program for service-delivery staff of Police-based Victim Services programs. Continued to work with SIAST and provided input for consideration of this course for approval as an applied certificate program.
- Provided Ontario Domestic Assault Risk Assessment (ODARA) certification training and follow-up support for personnel of victim services program staff and domestic violence court programs, including facilitation of two certification training sessions and one refresher training session. Worked in partnership with the Ministry of Corrections, Public Safety and Policing in providing provincial oversight for ODARA quality assurance activities.
- Delivered seven police training sessions on the Justice Response to Domestic Violence, including six to municipal police members through the Saskatchewan Police College, and one to members of RCMP "F" Division.
- Organized a one-day training session for staff of Police-based Victim Services programs and domestic violence victim services programs, as part of a two-day conference organized in partnership with RCMP "F" Division and the Saskatchewan Association of Police Affiliated Victim Services Inc. (SAPAVS).
- Organized a two-day training session for the nine Children Exposed to Violence (CEV) programs, to introduce the new CEV program guide and ensure the use of best practices in programming.
- Provided ongoing governance support to boards and staff of non-profit agencies funded by Victims Services, focusing on board roles and core responsibilities related to policy governance, operational oversight and leadership. Assisted one Police-based Victim Services board in implementing a policy governance model, by developing a governance manual and facilitating a workshop that allowed board members to review the draft manual, by-laws and policies prior to adoption.
- Delivered presentations on the needs of victims and available services to Victims Services funded agencies, various groups of criminal justice system personnel, including police recruits at the Saskatchewan Police College and the RCMP Training Academy, and at conferences and workshops.
- To increase community awareness, partnered with RCMP "F" Division to develop new Victim Services signs for the exterior of 68 RCMP detachment buildings where Police-based Victim Services are available.
- Coordinated Saskatchewan's activities during National Victims of Crime Awareness Week 2010 to raise awareness of the needs of victims, inform the public about services that are available, and recognize the nearly 300 volunteers who assisted in providing services to victims of crime through police-based programs. Special recognition was given to 10- and 15-year volunteers. Began planning for the next annual week to be held in April 2011.
- Developed a new brochure profiling Emergency Intervention Orders for use in cases of interpersonal violence and abuse, including the purpose, eligibility and application process. Distributed 11,000 copies to all municipal police and RCMP detachments, victim services programs, safe houses, sexual assault centres, Mobile Crisis units, etc.

- Distributed an additional 11,000 copies of other brochures, posters, fact sheets, bookmarks and other educational material to criminal justice system and community agencies, government offices and to individuals.
- Enhanced the Victims Services Branch website to add the ability to search and locate applicable Police-based Victim Services programs by police jurisdictions. Also added information on volunteer opportunities in Police-based Victim Services programs.

Coordination

- Provided financial support to SAPAVS to assist with administrative expenses.
- Met regularly with RCMP "F" Division Community Services and representatives of SAPAVS to discuss and address issues of mutual concern.
- Continued to work with RCMP (national headquarters and "F" Division) and Justice Canada on the development of processes to address privacy concerns, and to ensure that victims continue to be referred to local Police-based Victim Services programs. Explored options for amendments to provincial legislation to address this issue.
- Participated as a member of the Provincial Partnership Committee on Missing Persons. Assisted in planning and organizing the Western Regional Forum on Supporting Families of Missing Persons in Regina, which brought together government, community and criminal justice representatives from the four western provinces and two territories.

- Represented Saskatchewan at two meetings of the Federal/Provincial/Territorial Working Group on Victims Issues; co-chaired the Subcommittee on Aboriginal Victimization.
- Participated on interministry committees related to interpersonal violence and abuse issues.
- Participated on various boards of Research and Education for Solutions to Violence and Abuse (RESOLVE) and RESOLVE Saskatchewan. RESOLVE is a tri-prairie research network that coordinates and supports research aimed at ending interpersonal violence and abuse.
- Supported the work of the Interpersonal Violence and Abuse Unit by taking on responsibility for managing funding agreements for five community-based programs funded by the Unit.

Research and Evaluation

- Collected and monitored regular qualitative and quantitative reporting from all funded agencies.
- Supported the Policy, Planning and Evaluation Branch in administering an ongoing client satisfaction survey in Police-based Victim Services programs. The results of this survey are provided on page 19 of the Ministry's annual report.

Criminal Property Forfeiture Fund

The Criminal Property Forfeiture Fund is a special purpose fund governed by *The Seizure of Criminal Property Act, 2009* and *The Seizure of Criminal Property Regulations, 2009* to:

- receive all revenue related to the sale of property forfeited to the Crown under the Act and Regulations;
- receive all revenue related to the sale of property forfeited to the Crown pursuant to section 186 of *The Traffic Safety Act*;
- offset the costs related to bringing forward applications for forfeiture order and for managing and selling forfeited assets; and
- utilize surplus funds to benefit victims of crime and enhance police operations.

On July 1, 2009, the Act and Regulations were proclaimed and came into effect, and the Fund was established.

2010-11 Goals and Objectives

- Utilize monies, generated by the seizure of criminal property and that exceed the costs of administration, to benefit victims of crime and to enhance police operations. Work toward this goal in 2010-11 by:
 - establishing processes and procedures to enforce the Act and Regulations; and
 - working with other stakeholders to implement established processes and procedures.
- Enter into negotiations with other provinces to work towards an agreement to share information related to seizing the proceeds of crime, to set out a process by which jurisdictions can share records, as well as personal and other information that could assist in civil forfeiture cases.

2010-11 Activities and Results

- In 2010-11, Ministry officials entered into negotiations with six other provinces to work towards an agreement to share information related to seizing the proceeds of crime. Terms of the agreement were under negotiation and expected to be completed and signed off by all parties in early 2011-12.
- Officials of the Civil Law Division of the Ministry of Justice and Attorney General, the Ministry of Corrections, Public Safety and Policing (CPSP), and the Criminal Property Forfeiture Fund continue to review and amend established processes and procedures to enforce the Act and Regulations.
- The Director of Seizure of Criminal Property, within CPSP's Safer Communities and Neighbourhoods (SCAN) investigation unit, continues to help communicate the processes and procedures to policing agencies. This position also plays a fundamental role in working with policing agencies and SCAN in obtaining the information required to bring forward files to make applications for forfeiture order.
- In 2010-11, 12 forfeiture applications were brought before the courts under the Act. Six applications were completed, resulting in orders of forfeiture being issued and the Fund recognizing \$41,651 in revenue comprising cash, property and expense reimbursements awarded to the Crown.
- In 2010-11, three vehicles were forfeited to the Crown pursuant to section 186 of *The Traffic Safety Act*. The vehicles were sold and the fund recognized \$2,900 in revenue.

Appendix D: Key Contact Information

Access and Privacy

1020 - 1874 Scarth Street
Regina, SK S4P 4B3
Phone: (306) 787-5473 Fax: (306) 798-4064
E-mail: accessprivacyjustice@gov.sk.ca

Aboriginal Courtworker Program

600 - 1874 Scarth Street
Regina, SK S4P 4B3
Phone: (306) 787-6467 Fax: (306) 787-0078
National Website: www.courtworker.com

Automobile Injury Appeal Commission

504 - 2400 College Avenue
Regina, SK S4P 1C8
Phone: (306) 798-5545 Fax: (306) 798-5540
Toll-free: 1-866-798-5544
E-mail: aiac@gov.sk.ca

Commissioner for Oaths and Notary Public

1010 - 1874 Scarth Street
Regina, SK S4P 4B3
Phone: (306) 787-4117 Fax: (306) 787-8737

Consumer Protection Branch

1919 Saskatchewan Drive, Suite 500
Regina, SK S4P 4H2
Phone: (306) 787-5550 Fax: (306) 787-9779
Toll-free: 1-877-880-5550 (Saskatchewan only)

Dispute Resolution Office

3085 Albert Street, 3rd Floor
Regina, SK S4S 0B1
Phone: (306) 787-5747 Fax: (306) 787-0088
E-mail: disputeresolutionjustice@gov.sk.ca

Family Justice Services Branch

3085 Albert Street, Room 100
Regina, SK S4S 0B1
Phone: (306) 787-8961 Fax: (306) 787-1420
Toll-free: 1-866-229-9712 (outside of Regina area)
E-mail: meoinquiry@gov.sk.ca

Family Law Information Centre

Phone: (306) 787-5837 Fax: (306) 787-0107
Toll-free: 1-888-218-2822 (Saskatchewan only)

Human Rights Commission

Suite 816, Sturdy Stone Building
122 3rd Avenue North
Saskatoon, SK S7K 2H6
Phone: (306) 933-5952 Fax: (306) 933-7863
Telewriter: 306-373-2119
Toll-free: 1-800-667-9249 (Saskatchewan only)

Legal Aid Saskatchewan

502 - 201 21st Street East
Saskatoon, SK S7K 2H6
Phone: (306) 933-5300 Fax: (306) 933-6764
Toll-free: 1-800-667-3764
E-mail: central@legalaidsk.ca

Office of Residential Tenancies

Toll-free Numbers (Saskatchewan only):
Phone: 1-888-215-2222
Fax: 1-888-867-7776

• Regina Office

120 - 2151 Scarth Street
Regina, SK S4P 2H8
Phone: (306) 787-2699 Fax: (306) 787-5574

A drop box is located at the front door

• Saskatoon Office

Main Floor, Sturdy Stone Building
122 3rd Avenue North
Saskatoon, SK S7K 2H6
Phone: (306) 933-5680 Fax: (306) 933-7030

A drop box is located outside the office
on the 22nd Street side

Provincial Mediation Board

Toll-free Numbers (Saskatchewan only):

Phone: 1-877-787-5408 (Regina)

Phone: 1-888-215-2222 (Saskatoon)

Fax: 1-888-867-7776

- **Regina Office**

120 - 2151 Scarth Street

Regina, SK S4P 2H8

Debt Management and Credit Counselling
and Property Tax Enforcement Inquiry:

Phone: (306) 787-5387 Fax: (306) 787-5574

- **Saskatoon Office**

Main Floor, Sturdy Stone Building

105 - 122 3rd Avenue North

Saskatoon, SK S7K 2H6

Debt Management and Credit Counselling Inquiry:

Phone: (306) 933-6520 Fax: (306) 933-7030

Public Guardian and Trustee

100 - 1871 Smith Street

Regina, SK S4P 4W4

Phone: (306) 787-5424 Fax: 787-5065

Toll-free: 1-877-787-5424

E-mail: pgt@gov.sk.ca

Hours: Monday through Friday, 8 a.m. to 5 p.m.

(Closed for the noon hour and holidays)

Victims Services Branch

610 - 1874 Scarth Street

Regina, SK S4P 4B3

Phone: (306) 787-3500 Fax: (306) 787-0081

Toll-free: 1-888-286-6664

TTY Phone Number: 1-866-445-8857

